

SOLICITATION/CONTRACT		THIS CONTRACT IS A RATED ORDER UNDER DPAS (15CFR 700)		RATING	PAGE 1 OF 100
BIDDER/OFFEROR TO COMPLETE BLOCKS 11, 13, 15, 21, 22 & 27					
2 CONTRACT NO AID-306-I-TO-14-00031		3 AWARD EFFECTIVE DATE See Block 28	4 SOLICITATION NUMBER SOL-306-13-000031	5 SOLICITATION TYPE <input type="checkbox"/> SEALED BIDS (IFB) <input checked="" type="checkbox"/> NEGOTIATED (RFP)	6 SOLICITATION ISSUE DATE July 18, 2013
7 ISSUED BY USAID/AFGHANISTAN OFFICE OF ACQUISITION AND ASSISTANCE 6180 KABUL PLACE DULLES, VA 20189-6180		CODE AFGHANISTAN	8 THIS ACQUISITION IS <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> SERVICE DISABLED VETERAN OWNED SMALL BUSINESS <input type="checkbox"/> SBA	<input checked="" type="checkbox"/> UNRESTRICTED OR <input type="checkbox"/> SET ASIDE <input type="checkbox"/> WOMEN OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOSB PROGRAM <input type="checkbox"/> PDWOSB	9 FOR NAICS SIZE STANDARD
9 AGENCY USE NO COLLECT CALLS					
10 ITEMS TO BE PURCHASED (BRIEF DESCRIPTION) <input type="checkbox"/> SUPPLIES <input checked="" type="checkbox"/> SERVICES					
11 IF OFFER IS ACCEPTED BY THE GOVERNMENT WITHIN _____ CALENDAR DAYS, 60 CALENDAR DAYS UNLESS OFFEROR INSERTS A DIFFERENT PERIOD FROM THE DATE SET FORTH IN BLOCK 9 ABOVE, THE CONTRACTOR AGREES TO HOLD ITS OFFERED PRICES FIRM FOR THE ITEMS SOLICITED HEREIN AND TO ACCEPT ANY RESULTING CONTRACT SUBJECT TO THE TERMS AND CONDITIONS STATED HEREIN.			12 ADMINISTERED BY SAME AS BLOCK #7 CODE AFGHANISTAN		
13 CONTRACTOR/OFFEROR Tetra Tech ARD (ARD, Inc.), 159 Bank Street, Suite 300, Burlington, VT 05402 TELEPHONE NO DUNS NO: 004035127		CODE	FACILITY CODE	14 PAYMENT WILL BE MADE BY USAID Afghanistan Office of Financial Management (OFM) SUBMIT INVOICES TO ADDRESS SHOWN IN SECTION B 9 CODE	
<input type="checkbox"/> CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER					
15 PROMPT PAYMENT DISCOUNT			16 AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION <input type="checkbox"/> 15 U.S.C. 2304 <input type="checkbox"/> 41 U.S.C. 252		
17 ITEM NO	18 SCHEDULE OF SUPPLY AND SERVICES	19 QUANTITY	20 UNIT	21 UNIT PRICE	22 AMOUNT
	PROMOTE Indefinite-Quantity Contracts Delivery Location Code: Afghanistan USAID/Afghanistan Continued	1	LOT	[REDACTED]	[REDACTED]
23 ACCOUNTING AND APPROPRIATION DATA See Section G.3			24 TOTAL AWARD AMOUNT \$41,959,377.00 (FOR GOVERNMENT USE ONLY)		
25 CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN _____ COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY CONTINUATION SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.			26 AWARD OF CONTRACT YOUR OFFER ON SOLICITATION NUMBER SHOWN IN BLOCK 4 INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN IS ACCEPTED AS TO ITEMS		

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SECTION B - SCHEDULE OF SERVICES

B.1 PURPOSE

The purpose of this contract is to provide services detailed in the statement of work (SOW) specified in Section C.

B.2 CONTRACT TYPE

This is a Cost-Plus Fixed Fee Completion Type Task Order. For the consideration set forth in the contract, the Contractor shall provide the deliverables or outputs described under the Description/Specifications/Statement of Work and Deliveries/Performance sections, and comply with all contract requirements.

B.3 OBLIGATED AMOUNT, ESTIMATED COST, FIXED FEE (CPFF)

(a)

[REDACTED]

(b) Within the estimated cost plus fixed fee, if any, specified in paragraph (a) above, the amount currently obligated and available for reimbursement of allowable costs incurred by the Contractor (and payment of fee, if any) for performance hereunder [REDACTED] the Contractor shall not exceed the aforesaid obligated amount unless authorized by the Contracting Officer pursuant to the clause of this contract entitled "Limitation of Funds" (FAR 52.232-22). See Section I of the basic IDIQ.

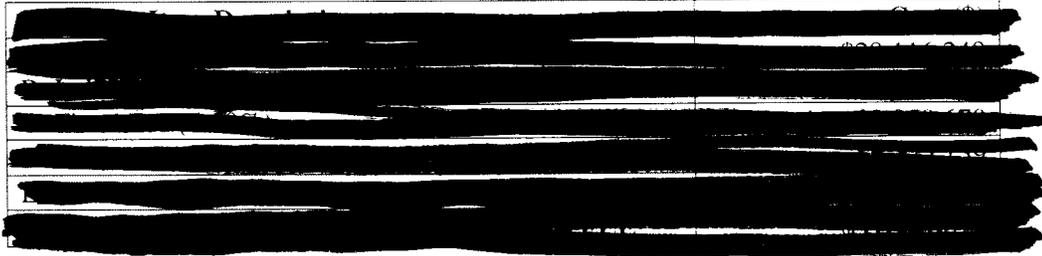
(c) Fixed Fee Payment. At the time of each payment of allowable costs to the Contractor, the USAID paying office ordinarily pays the Contractor a percentage of fixed-fee that directly corresponds to the percentage of allowable costs being paid. Two exceptions to paying fixed fee in this manner apply:

(1) If the Contracting Officer determines that this method results in paying a disproportionately higher ratio of fixed fee than the percentage of work that the Contractor has completed, then the Contracting Officer may suspend further payment of any fixed fee until the Contractor has made sufficient progress to justify further payment, up to the agreed percentage.

(2) Because the clauses entitled "Allowable Cost and Payment" (FAR 52.216-7) and "Fixed Fee" (FAR 52.216-8) are incorporated into this TO, the terms and conditions of these clauses apply after total payments of fixed fee reach eighty-five percent (85%) of the total fixed fee.

B.4 BUDGET

The budget for this contract is as follows:



B.5 PAYMENT

Payment shall be made in accordance with FAR 52.232-25, Prompt Payment (Feb 2002) Alternate 1 (Feb 2002) and Section G – Contract Administration Data, paragraphs G.2 of the basic IDIQ.

The paying office is:

Office of Financial Management
USAID/Afghanistan
6180 Kabul Place
Dulles, VA 20189-6180
Email: kabulaidevouchers@usaid.gov

END OF SECTION B

SECTION C – DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK

Project Title: WOMEN’S LEADERSHIP DEVELOPMENT (WLD)

C.1 INTRODUCTION

Through Component 4, *Women’s Leadership Development (WLD)*, of the PROMOTE program, the primary target group will be provided with opportunities to develop management and leadership skills that will enable entry and advancement into decision making positions in mainstream social, political and economic sectors at national, provincial and perhaps district levels in Afghanistan. The primary target group is Afghan women between the ages of 18 and 30 who possess *at least* a high school diploma, though many will also have undertaken some college, university or Technical and Vocational Education and Training (TVET) study or possess a university degree. This Component will also provide innovative opportunities for less educated women to develop life and work skills. The secondary target group (for Component 4 only) is young, literate women between the ages of 15-24 who have *at least* completed primary school and perhaps some secondary schooling or TVET but who have not completed secondary schooling.

During PROMOTE, it is expected that, equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions, women will advance within key sectors as leaders and change agents at the national, provincial and district levels.

The WLD Component will work in tandem with PROMOTE’s Components 1, 2 and 3, which include:

- *Component 1: Women in the Economy:* To enable Afghan women to increase their participation in the mainstream, formal economy by securing management level employment or establishing/expanding viable small- to medium- to large-sized businesses.
- *Component 2: Women’s Rights Groups Organizations and Coalitions:* To strengthen women’s rights groups by building their technical gender knowledge, applying their technical gender skills, and combining forces to influence public policies and social practices to benefit Afghan women.
- *Component 3: Women in Government:* To increase the number of women in professional and leadership positions in government.

The goal of Component 4 is to ensure that all PROMOTE participants are equipped with management, decision making and leadership skills that can be applied in social, political and economic fields. Combined with Components 1-3, Component 4 is essential for producing a critical mass of women leaders such that the decision making paradigm in each sector reflects women’s perspectives and priorities and helps shape the priority agendas and resource allocation decisions at national and sub-national levels.

PROMOTE is launching a long-term program that will enable participants to enter and advance within the sectors of their choice, gaining experience, building expertise and learning to manage, direct and lead at every level that their interest and aptitude permits, resulting in a critical mass

of women at mid- to upper-level decision making positions. Over the life of the program, those with the desire drive and determination to reach the most senior levels of professional life will rise to the top and join the ranks of Afghanistan's leading figures. It is expected that the women participating in PROMOTE are doing so because they want to advance within their sector of interest. A critical PROMOTE assumption is that Afghan women who have obtained a university degree—or even a high school education—have the support of their families. At a minimum, all PROMOTE participants should be able to recognize the qualities that characterize effective leadership, exhibit leadership skills of their own, feel comfortable identifying leaders of their choice, possess sufficient self-confidence to express their opinions and participate in decision making processes at whatever level they may be.

A fundamental PROMOTE premise is that this critical mass of women in mid- to upper-management levels in the economy, civil society and government take actions to improve the lives of girls and women at all levels, including those most in need in Afghanistan. With Transition, international support for women and girls may decline, leaving their rights, welfare and opportunities for advancement in the hands of Afghan leadership. The 2012-2014 Transition refers to the durable and irreversible transition of security responsibility from ISAF to GIROA's Afghan National Security Forces to defend the independence, national sovereignty and territorial integrity of Afghanistan and to ensure internal security and public order. Transition is an evolving process, not a single event. In addition to transferring full responsibility for security, the shared strategy for a sovereign, stable Afghanistan has four other elements: ongoing training and equipping Afghan National Security Forces (ANSF); building an enduring partnership with Afghanistan; reconciliation among Afghans; and promoting regional stability and economic integration.

PROMOTE, and the WLD Component are designed to ensure this leadership with the influence will: (1) ensure women at the grassroots level are informed about large issues facing the nation as well as specific issues affecting women; understand the needs and perspectives of women at the grassroots level; (2) effectively represent women and ensure their inclusion in development in all sectors and at all levels; and (3) take action to unite women from all ethnic and tribal groups, encouraging recognition of common ground and respect for differences; and contribute to the overall social, political and economic development of the country.

It is incumbent upon all PROMOTE Components, especially Component 4, to ensure that participants understand and accept these responsibilities and commitments. *The most important contribution USAID can make is to "institutionalize" opportunities for women to develop leadership skills so they can assume decision making positions in all sectors. Once female leaders are integrated throughout Afghan public and private sectors, they can lead the way toward equal rights and opportunities for all.*

Within this context, Component 4 includes two distinct but related outcomes as follows:

1. Overall WLD purpose: Afghan women apply advanced management and leadership skills in public, private and civil society sectors.

2. Younger women with a lesser degree of education apply personal, work and life skills.

C.2 COMPONENT 4 – SITUATIONAL ANALYSIS AND BACKGROUND

In 1964, women helped draft the Constitution, and there were at least three women legislators in Parliament by the 1970s. Women fulfilled roles as teachers, government workers, medical doctors, lawyers, judges, journalists, writers and poets up until the early 1990s. Women constituted 40% of the doctors in Kabul; 70% of school teachers; 60% of Kabul University professors and 50% of the University students. It was not unusual for men and women to casually mingle at movie theatres and on university campuses. For the last 30 years, women leaders have been rare in Afghanistan¹ and with the majority of women lacking opportunities to experience what leadership entails. Studies have shown that both within the extended family—the major economic and social unit in society—and in the public sphere, male authority is paramount.² The culture of Afghanistan is patriarchal³ and has traditionally emphasized hierarchy, paternalism, and mastery in contrast to egalitarianism, autonomy and harmony. Many years of violence and political conflicts have reinforced these principles, resulting in Afghan men having more opportunities for acquiring an education than women, which has also resulted in men dominating the workforce.⁴

Even Afghanistan's senior leaders tend to rely on transactional techniques—rewards and punishments—to achieve goals and solve problems rather than creating a shared vision of change and collaborating with others to achieve it.⁵

¹ In 1964, women helped draft the Constitution, and there were at least three women legislators in Parliament by the 1970s. Women fulfilled roles as teachers, government workers, medical doctors, lawyers, judges, journalists, writers and poets up until the early 1990s. Women constituted 40% of the doctors in Kabul; 70% of school teachers; 60% of Kabul University professors and 50% of the University students. It was not unusual for men and women to casually mingle at movie theatres and on university campuses. A History of Women in Afghanistan: Then and Now, by Mohadesa, Najmi, February 25, 2012. <http://www.toloneews.com/en/opinion/5462-a-history-of-women-in-afghanistan-then-and-now>.

² Afghanistan: A Country Study, Library of Congress Federal Research Division, <http://books.google.com/books?id=X0CLyC39MEgC&pg=PA215&dq=Traditional+Leadership+in+Afghan+Society+and+the+Issue+of+National+Unity&hl=en&sa=X&ei=q6GkUMKNKsm40AHgw4GYCg&ved=0CDwQ6AEwBA#v=onepage&q=Traditional%20Leadership%20in%20Afghan%20Society%20and%20the%20Issue%20of%20National%20Unity&f=false>

³ Social organization marked by the supremacy of the father in the clan or family, the legal dependence of wives and children, and the reckoning of descent and inheritance in the male line; *broadly*: control by men of a disproportionately large share of power. <http://www.merriam-webster.com/dictionary/patriarchy>

⁴ Management skills of Afghan respondents: a comparison of technical, human and conceptual differences based on gender Bahaudin G. Mujtaba, Nova Southeastern University, Belal A. Kaifi, Franklin University, Journal of International Business and Cultural Studies, https://docs.google.com/viewer?a=v&q=cache:n548Ztj-iXWJ:www.aabri.com/manuscripts/10534.pdf+Afghan+and+American+professionals'+leadership+orientation+to+work+tasks+and+relationships&hl=en&gl=us&pid=bl&srcid=ADGEESh04ufhYPEUqmXLVEWmspaUWi8sldL0FwDs6vEwV3EF6QUH6Qk_mXmuS_bcDgkMsLewmRCUYEYvVtSK0EnmAFVIfgIKwX_jS5nDa0gIICEIHJyvbMsw.Rcwz2GPqZGYxXrlWGKR&sig=AHIEtbR-FwgsVDI7jzG1V4wbAsIhLyoEEQ, pp. 3-5.

⁵ The real key to success in Afghanistan: overlooked, underrated, forgotten, or just too hard? by Michael D. Fortune, National Defense University Press, <http://www.ndu.edu/press/key-to-success-in-Afghanistan.html>

Afghan business culture dictates a strict hierarchical structure where leaders separate themselves from the group, and power is distributed from the top. There is generally only one key decision maker—the most senior person in the company. Those in a more subordinate position may represent the business during meetings but do not have the authority to make decisions.”⁶ According to Afghanistan’s Minister of Women’s Affairs, the *primary challenge* Afghan women face is that “decision-making positions are disproportionately occupied by men.”⁷

At the same time, research also indicates that both Afghan men and women express a preference for transformational leadership styles based on positive relationships. *Transformational* leaders set goals and incentives to push their subordinates to higher performance levels, while providing opportunities for personal and professional growth for each employee. *Transactional* leaders use disciplinary power and an array of incentives to motivate employees to perform at their best. The term "transactional" refers to the fact that this type of leader essentially motivates subordinates by exchanging rewards for performance. Transformational leadership styles focus on team-building, motivation and collaboration with employees at different levels of an organization to accomplish change for the better.

In a small 2009 study, Afghan respondents, especially youth, had significantly high scores for a transformational orientation,⁸ in some cases higher than Americans. Due to limitations on the study, further research is needed, although it is possible that what Afghans value is not the same as what they currently practice. Indeed, the value of relationships in Afghan society cannot be overestimated. Establishing close relationships is central to both personal and professional life, and the negotiation process, in particular, is based on strong relationships.

C.3 BACKGROUND

C.3.1 PRIMARY TARGET GROUP

Women face huge hurdles when attempting to move up ladders in all aspects of life:

1. Lack of enabling mechanisms to strengthen the nature, quality and extent of women’s social, political and economic participation;
2. Under-representation of women and female leaders in all key sectors;
3. Prevailing male dominance and attitudinal barriers to women’s participation in public life;
4. Professional marginalization;
5. Limited attention to women’s concerns in public institution;
6. Lack of leadership experience; and

⁶ Doing Business in Afghanistan, 2009. <http://www.communicaid.com/access/pdf/library/culture/doing-business-in/Doing%20Business%20in%20Afghanistan.pdf>

⁷ “Women Leaders are Key to Afghanistan’s Progress. UNDP. July 14, 2012. <http://www.undp.org/content/undp/en/home/presscenter/articles/2011/07/14/women-leaders-are-key-to-afghanistan-s-progress-says-undp.html>

⁸ Transactional Leadership of Afghans and Americans: A Study of Culture, Age and Gender, Belal A. Kaifi, Bahaudin G Muftaba, Journal of Service Science and Management, March 2010. Only 300 Afghans were interviewed. <http://www.scirp.org/journal/PaperInformation.aspx?PaperID=1464&JournalID=28>

7. Potential repercussions for speaking out publicly.

Despite the obstacles, Afghan women today are represented in nearly all sectors, including commerce, communications, technology, engineering, media, public works, industry, security, defence, civil service and others. Women also make up respectable percentages in the lower and upper houses of the National Assembly, as well as in provincial government, as required by legal quotas. However, they continue to be seriously under-represented in decision making and resource allocation roles, and much remains to be done to translate their *actual presence* into substantive and practical impacts. In fact, the lack of leadership skills among women engaged in public endeavors can actually perpetuate perceived notions of women's incompetence when they are placed in positions requiring knowledge, skills and behaviors they have not had an opportunity to acquire. The currently skewed perceptions of women's abilities will only change when they are given a chance to demonstrate their value and potential contributions to their families, communities and country.

The "Benchmarking Women's Leadership" report, published by The White House Project, concludes that achieving a critical mass of women in leadership positions is essential to building "a stronger economy, better institutions and a more representative democracy."⁹ This theory is also supported by Harvard Business School Professor of Organizational Behavior Robin J. Ely, whose studies show that gender disparity will not decrease significantly if women remain only in entry- or even mid-level positions. *The key is to reach critical mass at senior levels.*¹⁰

In other studies, the characteristics associated with women leaders range from strong social skills to keeping people well informed, using influencing skills rather than authority, managing a diverse workforce well, and being tolerant of differences, good at motivating others, expressive of their thoughts and feelings, appreciative of the efforts of others and enthusiastic.¹¹

According to these and other studies, the transformational leadership style is typically associated with female leaders. As a result of this style, research indicates that when women comprise 30 percent of a company or organization's leadership, that entity is more successful as measured by productivity, profitability and sustainability indicators.¹² Studies included exhaustive analysis across sector, country and organization size. They documented improvements in organizations with women in leadership as measured by productivity, profitability, corporate culture and sustainability – in ten different categories of performance. Catalyst's 2011 numbers show that

⁹ Reaching Critical Mass is Key. [http://diversityinc.com/diversity-and-inclusion/reaching-critical-mass-is-key/Benchmarking Women's Leadership](http://diversityinc.com/diversity-and-inclusion/reaching-critical-mass-is-key/Benchmarking-Women's-Leadership), published by The White House Project, November 2009, benchmarks.thewhitehouseproject.org

¹⁰ Ibid.

¹¹ Female Leadership: The Style of the 21st Century, <http://www.elites.com/f-style.html>

¹² Introducing the Woman Effect! Feb. 21, 2012, <http://www.inpowerwomen.com/what-is-the-woman-effect>

Studies included exhaustive analysis across sector, country and organization size. They documented improvements in organizations with women in leadership as measured by productivity, profitability, corporate culture and sustainability – in ten different categories of performance. Catalyst's 2011 numbers show that companies with a significant percentage of women on their boards performed better than those with no women on their boards by 84% return on sales, 60% return on invested capital, and 46% return on equity.

companies with a significant percentage of women on their boards performed better than those with no women on their boards by 84% return on sales, 60% return on invested capital, and 46% return on equity.

When a critical mass of women in *senior* management is attained, companies also score higher in nine key criteria of excellence, where companies with women leaders excelled, include work environment, values, vision, coordination and control, motivation, capability, accountability, corporate culture and innovation. An overwhelming majority of participants (72 percent) in a major study believe that gender diversity is directly linked to a company's financial success.¹³ The research also suggests that when women reach critical mass, they develop a sense of security they do not feel when they are merely a small, insecure minority compelled to compete with one another for a few, sometimes token, positions.

At the same time, WLD should not insist that the transformational style of leadership is the only acceptable method for women to use. Different management styles are best suited to different situations, and a combination of transactional, transformational and other styles may be needed for success. Identifying the benefits and deficits of different styles is essential, as is exploring combinations and perhaps new elements from Afghan culture, and knowing when to use which is a key to good leadership.

It is also important to recognize that, to date, the majority of studies on women's leadership styles come from the West, though research is branching out around the world. Introducing WLD participants to international women's leaders, however, will demonstrate that despite formidable obstacles, women can lead—and at all levels. One interesting study from South Asia illustrates what large numbers of women leaders can accomplish at the local government level:

In 1993, India mandated that one-third of local government seats and presidencies be reserved for women. Today, two million rural women now sit at local government decision-making tables. Because women are traditionally responsible for meeting their families' basic needs, these elected women—now role models to the other women in their communities—are altering the development agenda to address issues critical to village life. They are ensuring that roads are repaired, electricity is brought to their villages, schools are built, latrines are installed, medical services are available, water sources are made safe and local savings groups are formed, to name a few of the changes. To have even a greater impact, especially when dealing with bureaucratic obstacles, the women form federations with other elected women representatives, who provide mutual support and rally thousands of elected women to demand policy change on a larger scale. When at least one-third of all representatives are female, gender relations begin to transform, old prejudices dissolve, and new partnerships between women and men develop. Both research and experience support the theory that a critical mass of

¹³ Research Says: Women in Senior Management Equals Overall Company Excellence, Women Matter: Gender Diversity, A Corporate Performance Driver, March 9, 2012

women leaders leads to a proactive and priority endeavor to improve conditions for other women and for the poor in general.¹⁴

Clearly, young Afghan women will not move from their current status to leaders at senior levels in the short-term. As with men, not all women are “natural leaders,” and not all women want to lead at top levels. Some may prefer mid-level decision-making positions, which is also a valued objective of the PROMOTE program. However, within the growing universe of educated women, many will possess the ambition and aptitude to climb to high levels of leadership rapidly. Because it may not be possible to identify which participants fall into which category, *all women should receive the same quality of instruction so that a self-fulfilling prophecy does not take hold. Many Afghan women are shy initially but only superficially. When presented with opportunities deemed “safe,” many women literally blossom, exhibiting courage and ambition that their public demeanor often belies.*

It is expected that the women participating in PROMOTE are doing so because they want to advance within their sector of interest. *At a minimum, therefore, all PROMOTE participants should be able to recognize the qualities that characterize effective leadership, exhibit leadership skills of their own, feel comfortable identifying leaders of their choice and possess sufficient self-confidence to express their opinions and participate in decision making processes at whatever level they may be.* With experience, encouragement and opportunity, all PROMOTE participants may be able to advance into higher levels within their fields. *PROMOTE is launching a long-term process that will enable participants to enter and advance within the sectors of their choice, gaining experience, building expertise and learning to manage, direct and lead at every level that their interest and aptitude permits, resulting in a critical mass of women at all levels. Over the life of the program, those with the desire drive and determination to reach the most senior levels of professional life will rise to the top and join the ranks of Afghanistan’s leading figures.*

While WLD specifically targets educated women, as they move into influential positions in government and private sectors, they will be required to focus efforts on ensuring the welfare, rights and opportunities for *all* Afghan women. PROMOTE in general, and WLD in particular, responds to requests from Afghan women for a chance to participate in productive pursuits and contribute to their country’s progress by developing their own potential. *Ensuring participants’ commitment to improving the lives of all Afghan women is a fundamental ingredient for sustainable development and will be reinforced through continuous discussion throughout the PROMOTE program.*

C.3.2 SECONDARY TARGET GROUP

In Afghanistan, 68% of the population is under the age of 25 (42.3 percent under the age of 15).¹⁵ To ensure that the needs of this large cohort, which represents the future leaders, are met, opportunities for education, employment and health needs must be provided. Young women are in particularly dire situations when it comes to education and employment opportunities. The

¹⁴ Two Million Women Leaders and Counting: Indian Women Participate in their Local Government, The Hunger Project, <http://www.imow.org/wpp/stories/viewStory?storyId=100>

¹⁵ Lavender, L. *The Youth Bulge in Afghanistan: Challenges and Opportunities*, 2011, p. 5.

October 2012 USAID Youth in Development Policy recommends that USAID missions in “growing” countries, i.e., countries with a significant portion of their population under the age of 25, invest “...in health and education systems for children and youth, and create favorable and enabling policy and institutional environment for future youth development.”¹⁶

In the 2012 *Survey of the Afghan People*, 29 percent of the respondents identified illiteracy and lack of education as the biggest problems facing Afghan women.¹⁷ Higher levels of education typically lead to higher income jobs;¹⁸ it is widely acknowledged that bringing income into the household has proven to increase women’s status and decrease incidence of domestic abuse. Almost all young women interviewed stated that their families would support the continuation of their education either in Afghanistan or abroad if costs were covered. Along with formal education, young women interviewed identify Technical and Vocational Education and Training (TVET) as their top training choice due to its direct link to income. This is especially true for semi-educated women who do not see formal education as a viable option.

Lack of self-esteem and leadership skills is the main obstacles hindering young women’s participation in the public sphere and inability to speak for themselves even when crucial decisions such as their education, marriage, employment and bearing children. With a higher level of confidence and the ability to express themselves better to negotiate with family members, these young women will have more voice in decisions affecting their lives. Furthermore, access to public spaces, such as recreation and study rooms helps women to enjoy increased freedom of expression and movement, and to develop communication and leadership skills.¹⁹ Dedicated space that can be used for courses (literacy, computers, English, basic community health), informal gatherings can go a long way in providing camaraderie, confidence, and learning that results from spending time with other women.

To put young women on a track to have a voice in the future of their country as well as in their own lives, avenues for empowerment need to be made available and accessible to them through formal education, TVET, enhanced life skills, and self-enrichment through arts and sports.

The basic principle in supporting young women is to provide them with experiences and capacities that will improve their prospects for employment and provide work and life skills for economic and social enhancement. Recognizing that young women in this age group who have no other options will likely become brides and mothers, substantive opportunities for personal and professional growth will open up access to options other than early marriage and child bearing with strong support from their families. Young women will benefit from interaction with the women participating in all PROMOTE Components, through gatherings, shadowing, mentoring or other creative projects.

C.4 GEOGRAPHIC FOCUS

¹⁶ USAID, *Youth in Development Policy: Realizing the Demographic Opportunity*, October, 2012, p. 20.

¹⁷ The Asia Foundation, *A Survey of the Afghan people 2012*, p. 157.

¹⁸ Baum, S., and Ma, J., *Education Pays: The Benefits of Higher Education for Individuals and Society*, College Board, 2007, p. 2.

¹⁹ *Ibid.*

WLD will focus on Kabul, Jalalabad, Mazar-i-Sharif, Kandahar, and Herat, with outreach to women from other major population centers where the majority of educated young women reside and the greatest opportunities for advancement are located. According to the Ministry of Education, 164,000 girls attended secondary school in 2011, and out of that number, nearly 160,000 live in 17 provinces.²⁰ A second geographic consideration is the economic corridors that define potential economic vitality and opportunity in specific areas of the country. In provincial capitals and regional centers in and around the developing economic corridors in the north, east, south and west, increased trade will not only stimulate new business development but will also encourage the start-up of ancillary businesses providing products and services to support the major economic enterprises. These zones should be fertile ground for women to move into leadership positions.

Regional differences require regional approaches. For example, in Kabul, Mazar-i-Sharif and Herat, where a significant number of development activities have taken place and the population is generally less conservative and tends to be more open to development initiatives, women enjoy relatively more freedom. These regions can embark on program activities more rapidly than more conservative areas like Jalalabad and Kandahar that, while considered urban, have more conservative, firmly-entrenched social constructs.

Determining safe and culturally effective interventions in other areas will be a task required by the Contractors, with approval from USAID.

C.5 OVERALL GUIDANCE

This is a stand-alone, women's management and leadership development program to be undertaken in cooperation with families, communities, employers and others, whose buy-in to the broader goals is an essential element of the program's long-term sustainability and success. This Component, as all PROMOTE Components will ensure that women will be in female-friendly environments, with measures taken to overcome barriers to women's participation, such as child care solutions, transportation and stipends.

To foster women's development in leadership roles, the Contractor shall pursue three overall paths to success:

- Overcoming the obstacles currently preventing educated women from gaining a foothold in critical development sectors;
- Creating enabling conditions for sustained improvement in the status of women in all PROMOTE sectors; and
- Providing effective opportunities for PROMOTE participants to learn how to convert their education into productive, demand-driven applications.

²⁰ They include Kabul, Herat, Balkh, Badakhshan, Ghazni, Nangarhar, Baghlan, Takhar, Parwan, Kunduz, Jawzjan, Kapisa, Faryab, Bamyān, Daikundi, Laghman and Farah.

Technical assistance under WLD will include a wide range of potential approaches to address the obstacles and constraints facing women and to provide them with opportunities to excel in fields of their choice. The Contractor should seek to:

- Apply effective strategies and tactics for women's leadership training and other functions that support women's participation and influence in mainstream, formal sectors;
- Use differentiated approaches that are effective at national, provincial and other sub-national levels;
- Foster the benefits and value of linkages among women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels;
- Apply effective facilitation of organizational membership with regional and international partners;
- Create initiatives that increase use of new technologies and the value of electronic networks in fostering communication, cooperation and collaboration among groups;
- Gain cooperation from and consult with communities, municipalities, national and sub-national government; and
- Coordinate closely with other USAID and other projects to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices.

C.6 MONITORING AND EVALUATION

The Contractor shall develop methods for collecting data and systems, which measure improvement in leadership and management skills and confidence building and increased communication and cooperation among private and public and civil society sectors. Annual work plans will also require clear reporting against the project Performance Management Plan and include progress measures for the work plan, performance targets, and expected results and impact. The Contractor shall plan, manage, and document how performance data is collected. The process of monitoring project performance shall be consultative and interactive between USAID and the Contractor, and shall involve a combination of written reports and oral briefings.

USAID will conduct an independent mid-term evaluation approximately half way through the project. Similarly, USAID will conduct an independent final examination three months prior to the contract completion date. The mid-term evaluation conducted at 18 to 24 months will focus on two performance evaluation questions: 1) Is the project on-track to achieve its targets and what are the success (failure) the program has achieved to date; and 2) what, if any, corrective actions should be undertaken by the Contractor, the training service providers, or USAID to ensure the success of the project. USAID may elect to conduct an impact evaluation of the project.

This Task Order will coordinate closely with the M&E contract to ensure that the M&E contract has access to the data necessary to conduct evaluations for WLD. With regard to monitoring and evaluation, the WLD Contractor is responsible for its own monitoring activities, and for sharing their monitoring data with both the M&E contract and USAID. The M&E contract is responsible for implementing both a supplementary monitoring plan to verify that other implementers including WLD is providing complete and accurate information (in lieu of USAID monitors, for

security reasons) and an evaluation plan of the work completed under the different technical Task Orders to extend USAID's understanding of program performance and effectiveness. The Contractor will also work with the M&E contractor and its respective COR to ensure its PMP is aligned with indicators and data from the baseline evaluation.

The Contractor must monitor and evaluate progress towards the improved capacity of the Training Specialists during Training of Trainer (TOT) and post-TOT to deliver quality training delivery and ensure performance standards are met.

The Contractor must also monitor WLD participants based on frequency and timing as stated in the approved Monitoring and Evaluation Plan to ensure the *primary target group* will be monitored for full completion of their interventions and evaluated to the extent to which all participants are able to demonstrate and apply essential management, decision making and leadership skills, including providing support to the secondary target group, conduct outreach to individuals, families, communities and GIRoA and provide community service, actions to improve the lives of girls and women at all levels, including those most in need in Afghanistan. The *secondary target group* participants will be evaluated to the extent they are able to demonstrate and apply personal, work and life skills.

In addition, the Contractor must monitor implementation of intermediation services that match the secondary target group to a range of activities from observation and in-country study tours to technical and vocational courses, on-the-job learning, activities with female role models and mentors in fields of interest to the participants and apprenticeships with the public and private and civil society sectors, particularly through PROMOTE participants and mechanism enabling young women to complete their formal secondary school education.

C.7 MOBILE TECHNOLOGY

Use of mobile technology could address needs of women professionals and help close the gender gap. Over the past decade, Afghanistan has established an extensive mobile telecommunications infrastructure from scratch, which now reaches 85% of the population. Mobile telephony has created a new channel for mass communication in the country. More than half of all Afghans own a mobile phone, and some can access recorded news and information messages from their handsets.²¹

- Mobile phone penetration: 61% of the population in 2010 (USAID)
- Number of mobile phone lines: 18.1 million (2010 Groupe Spéciale Mobile Association)
- Mobile network coverage: 85% of the population in 2010 (USAID)
- Internet subscribers: 6.0% of the population in 2010 (BBC World Service)
- Ranking in UN Human Development Index 2010: 155 (out of 182)
- Ranking in Reporters Without Borders World Press Freedom Index 2010: 147 (out of 178)

²¹ Media and Telecom Landscape Guide, Afghanistan-2012

Women could avail themselves of mobile value added service solutions and adoptions. The areas that mobile solutions might be particularly cost-effective and culturally relevant to Afghan women via the WLD initiative could include:

- Receipt and transmission of funds, nationally and internationally, for timely payment of salaries and services via mobile money
- Mobile office functionalities: Emailing, text message, conference calling and data attachment
- Social Service Delivery: via diagnostic information, on-the-spot guidance, voice activated instructions

The contractor should utilize these services to the greatest extent feasible within its company policy to strengthen the efficiency and security of financial transactions at all stages in implementing program activities (See Attachment J.18). USAID, through the Financial Access for Investing in the Development of Afghanistan (FAIDA) program and other programs, has encouraged the use of electronic payments, including mobile money, to extend affordable and accessible payments to low-income populations, create cost savings, promote economic development, increase transparency, strengthen security, and broaden financial sector inclusion.

Under Taliban rule, television was banned, and there was only one government-controlled radio station. Today, Afghanistan boasts over 75 television stations, 175 radio stations and hundreds of newspapers and magazines. Radio is still the main channel for communicating news and information, but it is steadily losing ground to television in urban areas. As television ownership grows, the number of households with a radio set is declining. A media audience survey commissioned by USAID in 2010 found that 63% of all Afghans listen to radio regularly. The survey, conducted by Altai Consulting, found that only 48% of all Afghans watch television regularly. But it showed that once Afghans get a television in their home, they tend to abandon the radio. The Altai Consulting survey of 6,648 people in over 900 towns and villages indicated that 58% of households with a TV no longer possess a radio. Other recent audience surveys by the BBC World Service Trust and The Asia Foundation indicate a slightly higher rate of radio listening than the Altai Consulting study, but all three point to a steady drift of broadcasting audiences from radio to television. It may therefore be useful for WLD to use phone, radio and television platforms when engaging a wide audience is considered necessary and desirable. The growth of newspapers has been hampered by low literacy rates and distribution. In addition, Afghanistan's Ministry of Information, Communications and Technology, along with the private sector, is leading the push to move television platforms from terrestrial to 3G, which will also have a significant impact on programming.

C.8 COMMUNICATIONS AND MESSAGING

It is expected that women participating in Components 1, 2 and 3 will also participate in Component four—WLD. To help ensure that occurs, the Contractor shall develop a communications plan to generate widespread interest among PROMOTE target group participants. The plan will include a two-pronged communications strategy—one for the internal and another for the external environment in which the program will operate. The internal strategy will announce the program to women in the target group throughout the country, enable

the sharing of information and ideas, support interaction and create cohesion within the “network” of WLD participants so as to generate a sense of collective mission and purpose.

The external strategy will shape the understanding of external actors, including those who support the program and those who may oppose the program’s purpose of uplifting and empowering women. With the former, the Contractor shall encourage support and link diverse proponents; with the latter, the external strategy will manage, pre-empt, mitigate and minimize opposition should CSO participants or the program as a whole receive criticism. This may involve not widely advertising the program in certain areas outside communities where WLD is operating, not launching a nationwide discussion or debate on the role of women and not attracting the attention of those known to oppose equal rights for women.

All WLD partners should understand the difference between “culturally appropriate” and “culturally effective.” The phrase “culturally appropriate” is somewhat ambiguous, meaning different things to different people. To many, it suggests that traditional beliefs, practices and behaviors must be respected no matter how harmful they might be to women/girls, an approach that could defeat the whole purpose of the PROMOTE program. In these cases, traditional gender roles could be viewed as sacrosanct, and efforts to provide new opportunities for women would be viewed as “culturally inappropriate.” What is actually sought is a *culturally effective* approach to work, an approach that ensures the audience can easily understand the message in the context of his/her life.

At the cultural level, PROMOTE does not expect to lead a change in cultural norms and expectations of the role of women but to facilitate a cultural conversation, initiated by Afghan women, on their potential for positive contributions to society. Ultimately, Afghan women, in consultation with their male counterparts and families, will determine their direction and pace according to the availability of learning opportunities and their social, political and economic interests, priorities, aspirations, aptitudes and ability to mitigate adverse consequences. The Contractor should promote and facilitate organizational interactions to foster the benefits and value of linkages among PROMOTE women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices. WLD alumni are also a powerful force in furthering development objectives. The Contractor should promote and foster opportunities that are available for the growing number of Afghan women who can take advantage of them, using new technologies, when feasible and cost effective.

C.9 STATEMENT OF WORK

Under the technical guidance of the USAID Contracting Officer’s Representative for this Task Order (TOCOR) or his/her designee, the Contractor shall accomplish the following tasks for the primary and secondary target groups.

1. PRIMARY TARGET GROUP:

Afghan women between the ages of 18 and 30 who possess *at least* a high school diploma, some tertiary education or TVET or a college/university degree.

PROMOTE participants who possess the desire and aptitude to lead at *top levels* will be equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions and advance within key sectors as leaders and change agents at the national and sub-national levels.

2. SECONDARY TARGET GROUP:

Young women between the ages of 15 and 24 who have *at least* completed primary school and perhaps some secondary or TVET schooling but have not graduated from secondary school. USAID estimates up to \$3.5 million to enable these young women to matriculate and participate in learning activities.

Young women in the secondary target group will be provided with opportunities to enhance their personal development, acquire essential life and work skills, increase their self-confidence and self-esteem and broaden their view of the world.

Tasks and deliverables apply to both primary and secondary target groups, unless specifically noted. The proposed timelines for all tasks and deliverables as identified in the annual work plans must be approved in advance by the USAID TOCOR.

C.10 GENERAL SERVICES FOR TRAINING IMPLEMENTATION

C.10.1 PLANNING AND DEVELOPMENT

Task 1: The Contractor will develop a training plan that will cover 5 major urban population centers: Kabul, Jalalabad, Mazar-i-Sharif, Kandahar, and Herat with outreach to women from other major population centers as agreed upon with the TOCOR. The findings from Task Order 1 Baseline Data Collection, must be incorporated into activities. Although the initial estimate is 18,000 for women and 7,000 girls and young women, the Contractor must have the flexibility to support and adjust the targets as the environment warrants. This will include a review of existing programs in Afghanistan to minimize duplication of efforts in this area. Development of the training plan should take into consideration women's leadership programs and other relevant programs already underway in Afghanistan to assess their curriculum, quality of materials, methodologies and instruction, and capacity to deliver trainings with demonstrated results, as well as to talk with women students. The Contractor must review successful models in-country and also explore successful models in other countries in the region. The Contractor will develop a management and leadership curriculum and work and life skills curriculum, whether developing a new or adapting an existing curriculum to fit participant training needs and regional distinctions. To support the trainings, appropriate facilities are to be identified and relevant tools and equipment may be procured.

- (a) Primary target group: Short-term professional development leadership and management trainings will have a focus on learning with subsequent learning reinforcement or continued mastery of the subject. Supporting the other 3 PROMOTE Components, WLD will provide leadership development programming, including practical application of topics followed by analysis of experiences, using materials produced and/or adapted for this purpose. A variety

of methodologies, strategies and tactics must be utilized that support women's participation and influence in mainstream, formal sectors effective at national, provincial and other sub-national levels. Methodologies must include a combination of theory and practical participatory, interactive methods, including information and communication technologies (ICTs), dialogue with and demonstrations from women leaders (live or via video) in Afghanistan, regionally and internationally, videotaping of participants' skill demonstrations followed by review and discussion. At a minimum, course topics must include: strategic planning; group facilitation; negotiation; strategic communications such as public speaking, briefing and presentation skills; conflict management; team building; customer service; decision making; supervision; gender equality and female empowerment and; performance monitoring and managing change. Supplemental topics should also include asset building and sustainable development and practical skills such as computer literacy and networking.

An example of one WLD is introducing PROMOTE participants to what leadership is—the qualities and skills that characterize effective leaders. Examples from Afghanistan and around the world could be used to illustrate effective and ineffective qualities, characteristics and behaviors. The effects of age, sex and culture on leadership styles and effectiveness should also be explored. Because women tend to be isolated from one another, each module in the program should include a diverse group of women from all sectors of society and, ideally, diverse ethnic groups. In this way, participants will gain experience working with women from different ethnic groups and other sectors and knowledge about ways in which their fields are similar and different and how they can work together to promote the advancement of women at all levels and contribute to the development of their communities and country.

Other modules would ensure WLD participants fully understand the necessity for their commitment to improving the lives of all Afghan girls and women as a fundamental ingredient for sustainable development. This should be a topic of continuous discussion throughout the WLD program, and participants will be introduced to research that illustrates the gains that investments in women have produced worldwide. Groups of WLD participants may research these gains and then share them with others. WLD will also ensure that participants understand the concepts of women's rights, advancement, empowerment (or "agency"), gender equity and equality and the idea of "sisterhood is powerful" that underlie the PROMOTE program.

It is expected that PROMOTE participants will be able to distinguish between major leadership styles used internationally, including transactional and transformational, and demonstrate a strategic understanding of when each approach is most effective; identify the characteristics of leadership styles used in Afghanistan, compare them with international leadership styles and demonstrate a understanding of when each approach is most effective; and ensure that PROMOTE participants who possess the desire and aptitude to lead at *top levels* are equipped with the advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions and advance within key sectors as leaders and change agents at the national and sub-national levels.

(b) Secondary target group: The Contractor will develop and implement a wide array of innovative opportunities, experiences and activities for younger women with a lesser degree of education to develop personal, work and life skills. Formal education, coupled with exposure to other communities will ensure that young women have broader exposure, have been challenged to operate beyond their gender confines and have developed occupational skills that are desperately needed by employers. Methodologies must include a combination of theory and practice of participatory and experiential activities ranging from in-country observation and study tours to technical skills training courses, on-the-job learning activities and apprenticeships with female role models and mentors in fields of interest to the participants. Matriculation assistance and scholarships for additional academic study, especially secondary school and TVET high school will be provided to qualified applicants. Matriculation assistance may support academic fees, books, transportation, accommodations and stipends funded through the WLD project. TVET high school scholarship assistance will cover occupations that have a demonstrated market demand and in which participants are interested. This may differ by region. Women with basic-level technical and vocational skills will be provided with the opportunity to advance their skill-levels through courses in-country if the occupation has employability potential. For example, nursing skills, agriculture skills, English language and computer skills can be elevated to a professional-level if there is the potential for increased income. Observation and study tours and exposure visits will enable young women to experience new situations and lifestyles, create a sense of the larger “community” of women and broaden their perspectives. Apprenticeships, shadowing opportunities, and on-the-job learning, especially with PROMOTE target group participants will enable young women to gain on-the-job experience and apply learning in between training sessions through PROMOTE opportunities. Art, music and athletics fields with the potential for increased income will also provide opportunities to develop self-expression through these media and improve their leadership and social interaction skills. The training will also ensure that participants understand the concepts of women’s rights, advancement, empowerment, and gender equity and equality that underlie the PROMOTE program.

C.10.2 PROCUREMENT AND SELECTION OF TRAINING VENUE AND LOGISTICS PROVIDERS

Task 2: The Contractor will establish one training venue each in Mazar-i-Sharif, Herat, Jalalabad, Kandahar City and Kabul where it will deliver the range of training and support, with outreach to other provincial urban areas as agreed upon with the USAID TOCOR. The Contractor, in consultation with USAID, will develop a criterion for venue selection based in part on access for women and trainers to conduct the trainings, security, interest and willingness to institute such trainings, and willingness to share costs and involve private and public sector and NGO representatives. The Contractor must also address special circumstances under which the project might expand outside the targeted urban population center venues. The Contractor will coordinate with the venue on all arrangements to conduct the trainings. The use of training venues shall be viewed as an in-kind contribution of the sponsoring institutions or organizations, with no costs expected for rental of the venues. The Contractor will coordinate with the venue on all arrangements to conduct the trainings. The Contractor will be responsible for determining any scheme for stipends for transport and meals for participants and sub-contract any administrative services while providing oversight on the administration of these in an

accountable fashion with an auditable paper trail. The training hours will be clarified as the training program is developed, vetted and agreed between the partners. The Contractor will update the sustainability plans for the training centers and training providers annually if commitments and responsibilities change.

The Contractor will support the procurement of new equipment and minor venue renovations such as plastering, painting, electrical installation, and safety features. The Contractor will be responsible for development of criteria identifying the needs ensuring the rehabilitation meets the specifications, including facility rehabilitation and for ensuring property installation and commissioning of the equipment. The Contractor will also support the printing of learning materials and equipment and tools to support the trainings and training venue.

The Contractor will conduct a training program for selected Training Specialists using the management and leadership curriculum, lesson plans, applying adult learning methodologies to ensure Training Specialists have the practical skills to deliver the training. This training will also be structured along competency-based principles. The Contractor will be responsible for the final selection of 40 Afghan trainers. USAID strongly encourages female instructors fluent in Dari or Pashto as appropriate to the region where the training is conducted. The number of trainers will need further refinement, but a preliminary calculation calls for 40 participants in year one.

The Contractor must develop a process to provide intermediation services that match the secondary target group to a range of activities from observation and in-country study tours to demand-driven technical and vocational courses, on-the-job learning, activities with female role models and mentors in fields of interest to the participants and apprenticeships with the public and private and civil society sectors, particularly through PROMOTE participants. This process will include the criteria for selection of participants, arranging placements and handling administration and orientations for all in-country and regional activities to be administered by a sub-contractor. Processing services will include, but will not be limited to, travel and logistical arrangements, stipends to participants, tuition fees, and other training related expenses, visa processing when applicable. Orientation should also include the involvement of family members, employers or other stakeholders to gain a shared understanding of the prospective benefits from the participant's skill and knowledge gains and to facilitate better application of and monitor results from the intervention.

C.10.3 KNOWLEDGE MANAGEMENT

Task 3: In conjunction with the other PROMOTE IDIQ holders, the WLD Contractor will develop, manage and implement a strategy and plan that contributes to ongoing and effective communication, cooperation, collaboration and productive synergies between and among beneficiaries of *all* PROMOTE Components and Task Orders (TOs) awarded through the PROMOTE IDIQ. This may include holding retreats where beneficiaries share experiences and difficulties, ensuring ongoing sharing of information, supportive activities between and among beneficiaries, short-term, productive exchanges of beneficiaries or other effective means that will enable beneficiaries to work together for the overall benefit and success of the PROMOTE and WLD program.

It is expected that Afghan women participating in Components 1-3 will also participate in Component four—WLD. The Contractor should promote and facilitate organizational interactions to foster the benefits and value of linkages among PROMOTE women, whether through professional associations, sector networks or business coalitions at the national, regional and international levels to avoid overlaps, ensure effective use of resources, build on or support activities of a similar nature, and benefit from experiences, lessons learned and best practices. WLD alumni are also a powerful force in furthering development objectives. The Contractor should promote and foster opportunities available for the growing number of Afghan women who can take advantage of them, using new technologies, when feasible and cost effective.

C.11 SPECIAL REQUIREMENTS

C.11.1 CAPACITY BUILDING

The Contractor must build the technical and managerial capacity of Afghans sub-contracted organizations during the implementation of this Task Order to promote the Afghan First Policy included at attachment J.10 of this contract. The Contractor must identify the positions to be filled by Afghans and professional development plans for building Afghan capacity. The Contractor must also include in their reporting requirements to document the number of Afghans employed directly and as subcontractors and the monetary value of direct payments to Afghan personnel, disaggregated by sex. In addition, reporting is required for the total amount spent by specific area in Afghanistan.

C.11.2 INCREASING AFGHAN PARTICIPATION

The Contractor is strongly encouraged to subcontract a portion of the program implementation to Afghanistan implementers to carry out these activities. In keeping with the principles of designing a program for Afghanistan, and where the Contractor determines that program content and efficiency of implementation will be beneficial, the Contractor is strongly encouraged to subcontract with Afghan public and private institutions, local NGOs and other firms and other Afghanistan entities in the implementation of Task Orders.

C.11.3 GENDER ISSUES

USAID programs must address the needs and protect the rights of women and girls in Afghanistan. Therefore, USAID requires contractors to undertake efforts to prevent discrimination and violence against women and girls, provide economic and leadership opportunities, increase participation of women in the political process, improve security for women and girls, promote education, health and well-being, and other efforts designed to directly benefit women and girls. WLD indicators will support efforts targeting educated women to: (1) significantly increase women's contribution to economic growth; (2) strengthen women's rights groups and coalitions; (3) achieve a critical mass of women in government decision-making bodies; and (4) ensure that women have the leadership and management skills they need to be effective participants in every sector of society. Implicit in each sector is the building of self-confidence, self-esteem, empowerment and agency.

C.11.4 MAINTENANCE OF CONFIDENTIAL AND PROPRIETARY INFORMATION

The Contractor must at all times maintain the confidentiality of sensitive and proprietary information obtained as a result of performance of this contract. The Contractor must institute procedures acceptable to the task order and fully comply with all USAID's requirements in regards to maintaining the confidentiality of information and procurement integrity.

The Contractor must maintain and preserve all records and information whether in electronic, audio, video or paper format that is directly or indirectly generated during performance of its work in regard to this contract in an orderly and readily accessible manner. All documents created as the result of operational activities in conjunction with work being performed as the direct or indirect result of scopes of work contained within the issued task orders are to be considered as the property of the U.S. Government in addition to being the work product of the Contractors.

C.11.5 ENVIRONMENTAL COMPLIANCE

The Contractor is responsible for performing all work in such a manner as to minimize the pollution of air, water, or land and to control noise and dust in accordance with all applicable U.S., Afghan and/or region environmental laws, regulations and programs that relate to the performance of work awarded in individual task orders. Where there is a conflict between U.S., Afghan and/or region law, the requirements that are more protective of health and the natural environment must be used. In no case will the requirements be less stringent than those required by U.S. law and/or regulation.

WLD activities for training, procurement of office and IT equipment, and outreach and research programs and other similar types that do not have an effect on the natural and physical environment fit within the categories listed in 22 CFR 216.2 (c)(2) and are categorically excluded from any further environmental review requirements. The activities are within the following classes of actions:

- Education, technical assistance, or training programs, except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(i)];
- Analyses, studies, academic or research workshops and meetings. [22 CFR 216.2(c)(2)(iii)];
- Document and information transfers. [22 CFR 216.2(c)(2)(v)]; and
- Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(xiv)].

The following WLD activities are all considered to be small-scale: procurement of generators, fuel, and construction materials; repair and rehabilitation of public facilities and infrastructure; and hand dug wells. These activities are expected to have a minor or insignificant effect on the natural and physical environment that must be mitigated with appropriate measures. Hand dug wells must be tested for pathogens and other harmful substances if used as a potable water supply. The proposed action is that the Contractor must provide evidence that equipment,

commodities, and materials procured for small-scale rehabilitation activities are used in a safe way and that all applicable national and international environmental laws are followed. The Contractor must develop environmental guidelines to be used in identifying potential negative environmental impacts associated with WLD's activities and appropriate measures to mitigate the adverse impact.

The Contractor must adhere to the conditions set forth in the Initial Environmental Examination and any other environmental documents developed and approved by USAID prior to the initiation of task orders. No rehabilitation activity must be initiated without prior approval of USAID. An Environmental Mitigation and Monitoring Plan (EMMP) on how the Contractor intends to carry out the mitigation measures that will minimize environmental impact required for activities that have a Negative Determination with Conditions.

C.11.6 SECURITY

Contractor must be fully familiar and compliant with the requirements and procedures of Section H.29 of the IDIQ RFP. Further, Contractor must comply with all GIRoA and U. S. Government civilian/ military agency policies and orders (or Chief of Mission (COM)/Fragmentary Order (FRAGO) as they relate to contracting with private security contractors (PSCs). Contractor must assure that unlicensed private security contractors are not used by Contractor or any of Contractor's subcontractors.

The Contractor must be responsible for providing all life-support and security services required for its personnel deployed to project locations except when it is expressly stated in individual task orders that such facilities and services are to be provided by other means. The Contractor responsibilities must include all life support, communications, and transportation of materials, personnel, and equipment to work sites unless otherwise specified in the task orders. The Contractor may be required to provide the same life-support and security services for USAID personnel when so specified in a task order. In addition, the Contractor must be responsible for maintaining the security of its personnel, materials, and equipment.

Unless otherwise stated, the Contractor must prepare a comprehensive safety and security plan pertaining to all aspects of its activities and the activities of its employees in the performance of all work related to this contract and the off-duty activities of its employees, as those activities relate to performance of contract, serving in Afghanistan or elsewhere within the region as it relates to performance of the work. The Contractor must continuously monitor and update this comprehensive safety and security plan by means of qualified and competent staff of personnel. The Contractor must work closely with and establish liaison and cooperate with all authorized and appropriate safety and security organizations and entities for the protection and safety of its operations and employees.

C.11.7 GRANTS UNDER CONTRACTS

WLD is expected to issue grants under contracts. See Grants Management requirements in Section H. USAID estimates up to [REDACTED] should be budgeted for incentives, scholarships, stipends, and other support for the secondary target group to matriculate and participate in

learning activities based on specific criteria.

END OF SECTION C

SECTION D – PACKAGING AND MARKING

This section incorporates by reference section D of the IDIQ.

The Marking Plan may include requests for exceptions to marking requirements for programmatic reasons, to be approved by the Contracting Officer. Waivers, as defined by ADS 320, may be necessary for compelling political, safety or security concerns, or if the marking will have an adverse effect in the host country. Marking and attribution for physical structures may need to be visible as soon as work commences. Contract deliverables to be marked with the USAID identity must follow design guidance for color, type, and layout in the Graphic Standards Manual, available at www.usaid.gov/branding and all successor branding policies (if any).

Refer to Attachment J.3 for the Branding Implementation Plan and Marking Plan.

END OF SECTION D

SECTION E – INSPECTION AND ACCEPTANCE

This section incorporates by reference section E of the IDIQ.

END OF SECTION E

SECTION F – DELIVERIES OR PERFORMANCE

F.1 PERIOD OF PERFORMANCE

The estimated period of performance for this Task Order is sixty (60) months.

F.2 KEY PERSONNEL

The Task Order will require a mix of expatriate and local specialists. Technical expertise should be the defining qualification. Key personnel must be chosen on the basis of proven expertise; any position filled by an expatriate, however, should have one or more Afghan counterparts who are being trained and elevated so that they can eventually provide or oversee the services necessary to implement the kinds of activities under this Task Order.

The Contractor must furnish the following five positions for long-term technical assistance based in Kabul for this Task Order “Women’s Leadership Development Services.”

1. [REDACTED]
2. [REDACTED]
3. [REDACTED]
4. [REDACTED]
5. [REDACTED]

Chief of Party (COP): The candidate must be a development professional who will have responsibility for the overall management of Task Order Two, including liaison and coordination with USAID and the Contractor’s home office. The candidate must have at least 10 years of international development programming. Although a Master’s degree is preferred, USAID will consider additional work experience in lieu of a Master’s degree. The candidate must also have demonstrated management experience; excellent development analysis; extensive experience monitoring and evaluating international assistance and women’s/gender programs in complex, culturally diverse settings. The successful candidate will ensure quality oversight of all services and products provided by this Task Order, including those from long-term and short-term staff and subcontractors. Excellent reporting, writing, and presentation English language skills are also required. S/he must have outstanding representational skills for meetings with senior Mission, Embassy, Congressional delegations/other VIPs and GIRoA officials. Knowledge of relevant federal regulations and procedures as well as work experience in post-conflict countries is required. S/he must be familiar with standard business IT applications and statistical methods. Experience in Islamic countries in general and Afghanistan in particular, as well as USG experience, is highly desirable. Previous experience as a COP is highly desirable.

Deputy/COP (Finance and Administration): The candidate must have at least a bachelor’s degree in finance, administration or a related area (e.g., accounting, management or compliance). The D/COP must also have a minimum of 8 years of *demonstrated experience* relevant on similar international, donor funded programs; USG experience is highly desirable. The D/COP

must have demonstrated ability to manage staff in a conflict affected environment, and experience training staff is highly desirable. The Deputy/COP will oversee two Afghan finance, administration and compliance senior staff. As WLD will work with women, experience in dealing with gender concerns (male as well as female) will be highly valued. Strong computer skills, including ease and skill in using Microsoft Excel spreadsheets, email, the Internet and Microsoft Windows applications are required.

Training Specialist: Two year contract to be delivered in Year 1 and Year 2 of award. The candidate must have at least 5 years of experience in training and/or teaching in relevant fields as the curriculum using educational methodologies in a development environment. Illustrative practical work experience may include: delivering trainings; presenting information using a variety of instructional techniques and formats; monitoring, evaluating, or recording training activities or program effectiveness; assessing training needs; and developing alternative training methods if expected improvements are not seen. An in-depth knowledge and understanding of current trends in training at the operational level is desirable. The training specialist requires excellent teaching, communication and interpersonal relationship skills interacting well with people at all levels and in cross-cutting teams. Demonstrated presentation skills are required.

Senior Compliance Specialist: The candidate must have at least a Bachelor's degree in finance, administration or a related area (e.g., accounting, management or compliance). S/he must also have a minimum of 5 years of *demonstrated experience* on similar international, donor funded programs; USG experience is highly desirable. Demonstrated practical work experience may include: planning regular compliance audits, advising management on any existing infractions of the law and guiding employees or subordinates on matters related to the law, as well as experiencing handling licenses, tax, permits and all various legal issues, and overseeing the correction of errors committed by employees. Knowledge of investigative practices, auditing and law and skills in deductive reasoning, communication and problem solving are highly valued. S/he must have strong math, organization and administrative skills. Excellent written and oral communication skills are required. Strong computer skills, including ease and skill in using Microsoft Excel spreadsheets, email, the Internet and Microsoft Windows applications are required. S/he may assume finance and administrative responsibilities as required. Experience in Islamic countries in general and Afghanistan in particular, as well as USG experience is highly desirable. Previous USG experience as a D/COP experience in Finance and Administration is highly desirable. The Compliance Specialist may also serve as Acting COP in the absence of the D/COP

Curriculum Developer: One year contract to be delivered in Year 1 of award. The candidate must have a minimum of 5 years of relevant experience developing and preparing curricula, in educational methodology, assisting educators in sharing that information effectively and training/capacity building programs in developing countries. Demonstrated knowledge and understanding of competency based curriculum development and the production of learner centered teaching and learning and assessment materials. Experience in adult learning is required, and at least 1 year of experience must involve working with women's projects. S/he must have demonstrated ability to communicate clearly and tactfully with others in work that involved interpersonal communication to help educators in curriculum design and developing instructional material. The candidate must have experience assessing teaching strategies and

recommending ways to instruct educators more effectively. Experience in Islamic countries in general and Afghanistan in particular, as well as USG experience, is highly desirable. Writing skills are an important asset in curriculum development.

All incumbents must possess English language skills at the FSI S3/R3 equivalent proficiency level or above. Dari and/or Pashto language skills to at least the FSI S2/R2 equivalent proficiency level or above are desirable for Afghan incumbents.

Preferably, all incumbents must have a solid grasp of the physical and psychological challenges inherent in working in conflict affected countries.

F.3 REPORTS AND DELIVERABLES

In addition to the requirements set forth in Section C – Statement of Work for the task order and the Task Order reporting requirements in F.7 of the IDIQ, the Contractor must submit the following deliverables to the TOCOR with a copy to the TOCO.

A. REPORTS:

1. ANNUAL WORK PLAN (AWP)

The Contractor will prepare for the TOCOR's review and approval an Annual Work Plan (AWP) setting forth in reasonable detail the Contractor's plans for pursuing activities described in this RFTOP and detailing additional proposed activities that may substantially contribute toward the project goals, including the Contractor's communications and messaging strategy and plan. The work plan should also delineate project work by region and by province as appropriate. The draft AWP covering the first year of the project will be provided in the context of the RFTOP proposal process, with a final version provided to the TOCOR no later than four (4) weeks after the start of the project. Draft work plans for subsequent years shall be submitted to the TOCOR at least 30 days prior to the start of each corresponding project year. As may be necessary due to circumstances beyond the Contractor's control, and subject to the TOCOR's approval, the AWP may be amended and benchmarks added, deleted, or revised from time to time.

The AWP shall include a schedule of activities and tasks planned to be conducted and the inputs planned to be provided by the Contractor, including a description of planned activities and tasks and an estimated budget – organized by component and, as appropriate, by sub-component.

The Contractor will incorporate any required revisions into a final AWP no later than 15 days after receipt of such comments. The TOCOR will provide a written approval of the final work plan to the Contractor. Should revised activities, performance indicators or performance targets become necessary, the Contractor shall submit a revised work plan to USAID for approval.

2. PERFORMANCE MANAGEMENT PLAN (PMP)

The Performance Management Plan (PMP) is a tool designed to assist implementing partners and USAID program managers with a clear, communicated, organized process for monitoring,

analyzing, evaluating, and reporting progress toward expected results throughout a project's life. The PMP ensures valid, reliable, precise, and timely data is assessed periodically. The PMP will include, at a minimum: brief project overview, the project theory of change, the project logical framework (if available), PMP goals and objectives, description of M&E systems and organization staff unit structure (major roles and responsibilities), calendar of performance management tasks, list of objectively verifiable performance indicators to track results, precise definitions for each indicator (as noted by Performance Indicator Reference Sheets, or PIRS – please refer to USAID for template), and information on data sources and methodology for data collection, estimated values for baseline data and targets (including plan for baseline data collection if none available). The Contractor may be expected to report on the standard indicators from the Foreign Assistance Framework as needed. A PMP, excluding PIRS, should be no more than 25 pages. Examples of PMPs and PIRS are available with USAID for reference. The process of monitoring project performance shall be consultative and interactive between USAID and the Contractor, and shall involve a combination of written reports and oral briefings. PMP must be provided with the initial Annual Work plan.

3. QUARTERLY PERFORMANCE REPORTS

Each Task Order under the PROMOTE IDIQ will be responsible for monitoring their activities. In addition, a third-party M&E contract will be responsible for conducting periodic, objective supplemental monitoring of the work completed under the PROMOTE technical task orders. All Task Orders will be responsible for sharing performance data with the M&E contractor so they are able to conduct monitoring activities as well as evaluations in a timely manner.

The Contractor shall submit via email to the TOCOR a concise quarterly report on or before the last day of the month following the end of each quarter from the contract award. The TOCOR will be responsible for sharing this document with the M&E contractor. A description of the specific accomplishments of the Contractor should also be provided, including information on all activities, both ongoing and completed and disaggregated geographically by province. The quarterly report will also include progress on all relevant PMP indicators for the reporting period. The quarterly reports shall highlight any issues or problems that are affecting the delivery or timing of services provided by the Contractor. These reports should summarize project progress against tasks and benchmarks, including tasks assigned through technical directives and identify implementation issues that may inhibit or enhance contractor performance. In each quarterly report, the Contractor may include success stories which provide information that demonstrates the impact that the activity/program has had during the reporting period through materials such as stories, quotes and photos. The reports will also discuss interaction with counterparts, and any necessary alterations to the work plan and initial timetable. The reports may also include information on coordination with the M&E and technical Task Orders, as appropriate.

As agreed upon by the TOCOR, quarterly reporting shall begin after the end of the first quarter from the contract award. The quarterly report is due to the activity manager and/or the TOCOR on or before the last day of the month following the end of each quarter. The TOCOR may make exceptions to this schedule depending on when exactly the contract is signed; for example, if the

project begins in November, the time remaining in Q1 may be incorporated into the quarterly report for Q2.

Quarterly Reports Schedule for Submission:

Q1: October 1 to December 31

Q2: January 1 to March 31

Q3: April 1 to June 30

Q4: July 1 to September 30

Quarterly Report due January 31

Quarterly Report due April 30

Quarterly Report due July 31

Quarterly Report due October 31

4. QUARTERLY FINANCIAL REPORTS

The Contractor shall submit to the TOCOR and to the USAID Financial Management Officer brief quarterly expenditure reports, which will contain a summary page showing spending by category for the quarter, cumulative spending to date, available funding for the remainder of the activity and any variances from planned expenditures. The quarterly report will also outline expenditures by results, as well as by province and regional command. If there are significant accrued expenditures for the quarter being reported upon which for some reason have not yet been billed to the contract, the Contractor will include a brief note to that effect, with the specific amount involved, thus enabling the TOCOR to accurately track Contractor's expenditure rate. This will be submitted on the same schedule as the quarterly performance reports.

5. ANNUAL REPORTS

The Contractor must provide to the TOCOR a concise annual report within 30 calendar days of the end of each 12-month period following the issuance of the task order. This shall include progress of major activities, problems encountered, and proposed remedial actions. Depending on the timing of the award of the task order, this could be in place of the fourth quarterly report but must cover the topics/format of the quarterly report at a minimum. These reports are not to be any longer than 8-10 pages and offer a specific overview of the past year for WLD. The reports will also summarize interaction with counterparts, and any necessary alterations to the work plan including the annual budget and initial timetable. The TOCOR will provide a specific format for the report. The report will be due no later than 30 calendar days after the conclusion of the USAID fiscal year (September 30).

6. FOREIGN ASSISTANCE FRAMEWORK ("F") AND OTHER REPORTING

The Contractor must provide indicator and other information as needed for reporting under the relevant foreign assistance objectives, areas and elements.

7. CLOSE OUT PLAN

The Contractor shall submit a Demobilization Plan for TOCOR approval 90 days before the end of the award. The Demobilization Plan shall include an illustrative Property Disposition Plan, a plan for the phase-out of in-country operations, a delivery schedule for all reports or other deliverables required under the Contract and a timetable for completing all required actions in the Demobilization Plan, including the submission date of the final Property Disposition Plan to the TOCO.

8. GRANTS UNDER CONTRACT

For grants under the Task Orders awarded, Contractor must design a grant-making program, with manual and eligibility/selection guidelines, all approved by USAID. The purpose of these grants is to support large-scale initiatives with the potential for high impact nationwide. These grants will take advantage of the existing capacity of local partners as well as enhance their capacity. See Grants Management requirements in Section H.40 of the IDIQ.

9. FINAL REPORT

The Contractor shall prepare and submit electronically to the TOCOR, no later than the estimated end-date of this contract, a detailed final/completion report which summarizes the accomplishments and impact in relation to the expected results, and recommendations regarding future and unfinished work.

The final/completion report shall also contain an index of all reports and information products produced under this contract. The completion report may provide recommendations for follow-on work that might complement the work completed under the contract. The TOCOR will provide written comments, and the Contracting Officer may likewise add written comments, which the Contractor will address in revising the draft and submitting a final completion report.

The TOCOR is required to document/certify in the official TOCOR file on a quarterly basis confirming that the contractor is complying with specific reporting/delivery requirements.

The Contractor shall submit a detailed final performance and financial report, which will include, but not be limited to, the following items:

- Basic identifying information, such as program name, award number, approval date, and country assisted;
- The total cost of the program funded by USAID, actual or estimated counterpart contributions, and the best available estimate of other host country or partner resources that contributed to results achievement;
- The principal implementing partner;
- A summary of activities/projects used to implement WLD and major outputs;
- Prospects for long-term sustainability of WLD's impact and principal threats to its sustainability;

- Lessons learned from the program so that they can be applied to other USAID programs, including a follow-on program in Afghanistan and similar programs in conflict effected environments;
- Significant changes in the Results Framework during the life of the program, if any;
- A summary of performance indicators used and an assessment of their relative usefulness for performance management and reporting;
- Charts and graphs that visually support evaluation of the program;
- A list and annexes of evaluations and special studies, training modules and courses, including materials, and public outreach tool kit materials conducted during the life of the program, including Performance Reports;
- A list and attachments of evaluations and special studies, training and course materials, and media tool kit materials conducted during the life of the program, including performance reports; and
- Names and contact point of individuals who were directly involved in various phases of the program (planning, achieving, assessing and learning) and who would be good sources of additional information.

B. DELIVERABLES:

1. **Deliverable 1:** The Contractor must conduct research to identify and assess leadership styles and characteristics in Afghanistan and internationally, assess those that Afghans find most appealing and identify the benefits and deficits of different styles and when each may be more appropriate, building upon the information collected from women’s understanding and current skills regarding leaderships from Task Order One: Baseline Collection Services. Focus must be on the selected major urban population centers -- Mazar-i-Sharif, Herat, Jalalabad, Kandahar City and Kabul -- and all findings disaggregated by sex. This needs assessment must utilize information from the concurrent Baseline TO that will be awarded with this IDIQ. The Contractor must produce a report detailing its findings and submit it for approval to the TOCOR. This deliverable must be submitted to the TOCOR within 2 months of award.
2. **Deliverable 2: Primary target group:** The Contractor will upgrade existing curriculum or develop a new competency-based *management and leadership* curriculum covering the topics described in Task 1 and an assessment, including supplemental course topics with accompanying appropriate multi-media materials. The curriculum must detail goals for each module and expected results among participants. The Contractor should collaborate with stakeholders to design the curriculum and materials. This curriculum must detail goals for each module and expected results for participants. The proposed curriculum must be submitted to the TOCOR for approval within 3 months of award.
3. **Deliverable 3: Secondary target group:** The Contractor will upgrade an existing curriculum or develop a new competency-based *life and work skills* curriculum covering the topics described in Task 1 and assessment, including supplemental course topics with accompanying appropriate multi-media materials. The curriculum must detail goals for each module and expected results among participants. The Contractor should develop

draft curricula with industry representatives from the public and private sector and civil society. This curriculum must detail goals for each module and expected results for participants. The Contractor must also develop quality assurance procedures. The proposed curriculum must be submitted to the TOCOR for approval within 3 months of award.

4. **Deliverable 4:** The Contractor must develop a procedural manual that clearly describes participant selection criteria for the primary and secondary target groups, support, and other requirements to be adhered to by the training partner institution or other sub-contracted provider. This manual must describe the steps the training partner will take to ensure diverse participation from all socio-economic groups. This deliverable must be submitted to the TOCOR for approval within 3 months of award.
5. **Deliverable 5:** The Contractor must develop assessment instruments for each unit or module and for the curricula, and a procedural manual for conducting the assessments. The Contractor must complete the assessment instruments within 3 months of award.
6. **Deliverable 6:** Secondary target group: The Contractor, in consultation with USAID must develop a mechanism to provide intermediation services that match the secondary target group to a range of activities from observation and in-country study tours to technical and vocational courses, on-the-job learning, activities with female role models and mentors in fields of interest to the participants and apprenticeships with the public and private and civil society sectors, particularly through PROMOTE participants. This deliverable must be submitted to the TOCOR for approval within 4 months of award.
7. **Deliverable 7:** Secondary target group: The Contractor must develop a mechanism to enable young women to complete their formal secondary school education and enter or complete TVET high school in demand driven fields. A manual must be developed that clearly describes at a minimum the selection criteria, support and other requirements to be adhered to by all training partner institution or other sub-contracted providers. This deliverable must be submitted to the TOCOR for approval within 4 months of award.
8. **Deliverable 8:** The Contractor, in consultation with USAID must develop criterion and select a minimum of 5 training partners (i.e. university departments of education, public sector training departments, or non-governmental organizations (NGOs)). These training partners must receive training to ensure that these in-country training partners are qualified to deliver high quality, professional short-term leadership and management trainings, centering on the implementation of competency-based training and assessment. The Contractor is responsible for the final selection of *initially* 40 Afghan Training Specialists. The Contractor must have written Partnership Agreements with the training partner, detailing, but not limited to, the relationship and roles and responsibilities: use of the curriculum and materials and training to other institutions and organizations who wish to use the curriculum and materials for trainings in their institutions; expanding the training to reach women unable to attend trainings at the training venue; and conditions and terms for hiring and training of initially 40 Training Specialists, to be equally divided among the 5 training venues. Each Agreement will include a detailed transition plan

from WLD supported to Afghan sustained training services delivery, and will be updated annually if commitments and responsibilities change as per Task 2. The partnering organization providing the training venue may be a different entity from the training partner provider, and thus the Contractor must ensure that all entities coordinate the frequency, timing and duration of trainings and must be clearly detailed in the Partner Agreement. The selection of training partners and Training Specialists and submission of each training partner agreement must be submitted for TOCOR approval within 3 months of award.

- 9. Deliverable 9:** The Contractor, in consultation with USAID must select and establish one training venue each in Mazar-i-Sharif, Herat, Jalalabad, Kandahar City and Kabul where it will deliver the range of training and support with outreach to other provincial urban areas as agreed upon with the USAID TOCOR. The Contractor, in consultation with USAID, must develop criterion for institution selection based in part on access for women, security, interest and willingness to institute such trainings, and willingness to share costs and involve private and public sector and NGO representatives, and commitment and ability to sustain the activities. The Contractor will also negotiate with the partnering institution to provide dedicated access to learning spaces. The Contractor must also address special circumstances under which the project might expand outside the targeted training hub. The Contractor must have written agreements with each training venue, including a detailed implementation plan to sustain the activities, to be updated annually if commitments and responsibilities change. As part of the written agreements with each training venue, the Contractor must approve the procurement of new equipment and minor training venue renovations such as plastering, painting, electrical and internet installation, and safety features proposed by the training venue provider. The Contractor must develop criteria identifying needs and ensure the rehabilitation meets the specifications, including facility rehabilitation and for ensuring property installation and commissioning of the equipment. This deliverable must submit detailed agreements to the TOCOR for approval within 4 months of award.
- 10. Deliverable 10:** The Contractor must develop Training of Trainer (TOT) learning materials that connects directly back to the WLD management and leadership and life and work skills curriculum. This deliverable must be submitted to the TOCOR within 4 months of award.
- 11. Deliverable 11:** The Contractor must develop an assessment instruments for performance of the Training Specialists during TOT and progress during the award period. The Contractor must submit the assessment instruments to the TOCOR within 4 months of award.
- 12. Deliverable 12:** The Contractor must conduct training for selected Training Specialists using the developed *management and leadership* curriculum, lesson plans, applying adult learning methodologies to ensure the Training Specialists have the skills to deliver the training. This training program will also be structured along competency-based principles. This training will be conducted in the local language as appropriate. The use of translators is allowed on a case-by-case basis with approval of the TOCOR. All

training specialists will be fully trained within 5 months of award.

- 13. Deliverable 13:** The Contractor will conduct training for selected Training Specialists using the developed *life and work skills* curriculum, lesson plans, applying adult learning methodologies to ensure the Training Specialists have the skills to deliver the training. This training program will also be structured along competency-based principles. This training will be conducted in the local language as appropriate. The use of translators is allowed on a case-by-case basis with approval of the TOCOR. All training specialists will be fully trained within 5 months.
- 14. Deliverable 14:** The Contractor will begin training WLD beneficiaries in month 6 of award. By the end of the project 18,000 women will be equipped with advanced skills, leadership acumen and self-confidence to compete successfully for high ranking positions and advance within key sectors as leaders and change agents at the national and sub-national levels, and over 7,000 young women in the secondary target group will have acquired essential life and work skills.
- 15. Deliverable 15:** The Contractor must develop in collaboration with Afghan, USG, PROMOTE IDIQ holders and donor stakeholders a broad internal and external communications and messaging strategy and plan. The internal message will announce the program to women in the target group throughout the country. The external message will shape the understanding of actors outside PROMOTE's participants and stakeholders, including those who support the program and those who may oppose the program's purpose of uplifting and empowering women. This may involve not widely advertising the program in certain areas outside communities where WLD is operating, not launching a nationwide discussion or debate on the role of women and not attracting the attention of those known to oppose equal rights for women. While communications and messaging will occur throughout the life of the project, the strategy and plan will be submitted with the initial work plan to be finalized no later than (4) weeks after the start of the project, and be reviewed annually as part of the annual work plan submission.
- 16. Deliverable 16:** The Contractor, in consultation with USAID, PROMOTE's key stakeholders and potential users will develop a detailed knowledge management strategy and plan as to how the knowledge management platform from the onset can be led and sustained by Afghan women participating in PROMOTE. The platform is intended to track PROMOTE participants, maintain and share contact and useful information and know-how to foster communication, collaboration and learning exchange among groups and forge national and provincial networks as well as international alliances dedicated to developing, supporting and sustaining women leaders. The project will support internet communications as per Deliverable 9, and include administrative support to help establish training venues as per Deliverable 8. Use of low cost, existing social media technologies is strongly encouraged. This knowledge management strategy and plan deliverable must be completed within 2 months of award.
- 17. Deliverable 17:** The Contractor must develop grants formats and provide a field grant guide that adheres to USAID regulations (including selection criteria, competition, Task

Order Contracting Officer approvals, etc.). If the grants formats and field guide are not provided before award to the Task Order Contracting Officer (TOCO), the Contractor shall obtain approval from the TOCO within 3 months of award.

F.4 TECHNICAL DIRECTION AND DESIGNATION OF RESPONSIBLE USAID OFFICIALS

The Administrative Contracting Office is:

Office of Acquisition & Assistance (OAA)
U.S. Agency for International Development
U.S. Embassy Café Compound
Great Masood Road
Afghanistan

The Task Order Contracting Officer's Representative (TOCOR) designation is as stated in Section G of this Task Order.

F.5 PLACE OF PERFORMANCE

Performance of this contract will be principally in Afghanistan.

F.6 AUTHORIZED WORK DAY / WEEK

No overtime or premium pay is authorized under this Task Order. A six-day work week is authorized.

F.7 PERFORMANCE STANDARDS

Evaluation of the Contractor's overall performance in accordance with the performance standards set forth in Section F.6 of the IDIQ will be conducted jointly by the TOCOR and the Contracting Officer and shall form the basis of the Contractor's permanent performance record with regard to this Task Order. The performance standards will be measured based on the Contractor's successful completion of the reports and deliverables.

END OF SECTION F

SECTION G – TASK ORDER ADMINISTRATION

G.1 ADMINISTRATIVE CONTRACTING OFFICER

The Contracting Officer executing this Task Order retains cognizance of contract administration.

[REDACTED]
Office of Acquisition and Assistance
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan

G.2 CONTRACTING OFFICER'S REPRESENTATIVE (COR)

The COR will be responsible for technical oversight for that Task Order.

[REDACTED]
Office of Program and Project Development, Gender Unit
USAID/Afghanistan,
Great Massoud Road
Kabul, Afghanistan

G.3 ACCOUNTING AND APPROPRIATION DATA

Purchase Request Number: **REQ-306-13-000039**

BBFY: 2009; EBFY: 2010;	BBFY: 2011; EBFY: 2012	BBFY: 2008; EBFY: 2009
Prog Area: A08;	A08	A08
Prog Element: A035	A035	A035
Fund Type: ES-SUP	ES OP	DV OP
Operating Unit: 306	306	306
Team/Division: AFG/PPDO	AFG/STAB	AFG/PPDO
Strategic Objective: PPDO	PPDO	PPDO
Team/Division: Afghanistan	Afghanistan	Afghanistan
Benefiting Geographic Area: 306	306	306
Amount: [REDACTED]	[REDACTED]	[REDACTED]

Total obligated: [REDACTED]

END OF SECTION G

SECTION H - SPECIAL TASK ORDER REQUIREMENTS

This section incorporates by reference section H of the IDIQ.

H.1 CONSENT TO SUBCONTRACT

In accordance with FAR clause 52.244-2, Subcontracts, the Contracting Officer consents to award of subcontracts as proposed in the Contractor's proposal which resulted in the award of this Contract to the following firms for the products or services specified therein:

[REDACTED]	\$4,133,886
[REDACTED]	\$ 987,648
[REDACTED]	\$1,873,338
[REDACTED]	\$1,160,984
[REDACTED]	\$ 266,196
[REDACTED]	\$ 218,039
[REDACTED]	\$1,100,577
[REDACTED]	\$4,304,817

The Contractor must request Contracting Officer consent and submit the information required by the aforementioned clause for any subcontracts requiring consent but not listed here. In order for the Contractor to receive consent to subcontract, it shall address each of the elements in FAR 44.202-2 for each subcontractor.

H.2 GRANTS UNDER CONTRACT

Grants under this Contract are authorized. The Contractor must follow the requirements detailed in section H.39 of the IDIQ related to Grants under Contract.

END OF SECTION H

SECTION I - CONTRACT CLAUSES

This section incorporates by reference section I of the IDIQ.

END OF SECTION I

SECTION J – LIST OF ATTACHMENTS

ATTACHMENT J.1	USAID VETTING PARTNER INFORMATION FORM
ATTACHMENT J.2	INITIAL ENVIRONMENTAL EXAMINATION
ATTACHMENT J.3	MARKING AND BRANDING IMPLEMENTATION PLAN
ATTACHMENT J.4	[REDACTED]
ATTACHMENT J.5	CONTRACTOR AND MAJOR SUBCONTRACTOR POLICY FOR WORKDAY, WORKWEEK, AND PAID ABSENCES
ATTACHMENT J.6	[REDACTED]
ATTACHMENT J.7	[REDACTED]

ATTACHMENT J.1 USAID PARTNER INFORMATION FORM

Part I: Information About Proposed Activities (all parts mandatory)		
1. Name of the proposed awardee of USAID contract or assistance (Firms must include a copy of applicable licenses to do business in Afghanistan)		
2. Type of proposed award or other assistance (check one): <input type="checkbox"/> Contract or Subcontract <input type="checkbox"/> Grant or Subgrant <input type="checkbox"/> Training <input type="checkbox"/> Equipment <input type="checkbox"/> Other		
3. USS amount and estimated start/end date of proposed award or assistance: Dollar amount: \$ Start: End:		
4. Purpose of proposed award or assistance:		
5. Organization proposed to receive award or other assistance:		
a. Name:		b. JCCS Registration # (Optional)
c. Address:		
d. Telephone:	e. Fax:	f. Email:
g. Tribal affiliation or clan		
6. Information on Key Individuals associated with the organization named in 5 above, or, if no organization is listed, information on each individual to receive cash or in-kind assistance (including technical assistance). Use continuation sheets as necessary. ** = mandatory information.		
A. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
Part II: Contractor/Grantee/Recipient Certification:		
Potential Awardee certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor/Grantee/Recipient understands that the U.S. Government may rely on the accuracy of such information in processing this vetting request.		
Name:		Signature:
Title/Organization:		Date:
Part III: Submission details (to be completed by USG vetting official)		
Vetting request number		
Staff member who initiated request		
Project name		
Date submitted for screening		

(Use additional continuation sheets as necessary):

B. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
C. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:**		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
D. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**
Current employer and job title:		Occupation:
Address of residence:**		Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:		
E. Name (As in passport or other government-issued photo ID):**		Government-issued photo ID number, type of ID and country of issuance:**
Place of birth:**	Date of birth:** (mm/dd/yyyy)	Rank or title in organization listed in #5 (if "key individual"):**
Other names used (may include nicknames, pseudonyms not listed under "Name"):**		Gender:**

Current employer and job title:	Occupation:
Address of residence:**	Citizenship(s):** (Afghans: Tribal affiliations and Father's Name)
Email:	

INFORMATION FORM INSTRUCTIONS

Please provide information for key individuals of all organizations receiving funds from USAID, including grantees, sub-grantees, contractors, and vendors, who work in Afghanistan. Please do not provide information for United States citizens or permanent legal residents of the United States.

Part I

Question 1 – Self-explanatory

Question 2- Indicate the proposed type of mechanism to be utilized by placing a check mark on the line in front of the appropriate term

Question 3 – Enter the amount of award or assistance in U.S. dollars and indicate the start and end date of the program using a mm/dd/yyyy format

Question 4 – Indicate the purpose of the award or assistance. Use additional sheets and attach to page one of the vetting form if necessary

Question 5 a-g – Self-explanatory.

Attach a copy of the relevant Afghan business license.

Question 6 - "Key Individual" means (i) Any large shareholder: defined as owning 10% or more of an equity stake in the organization, whether publically or privately held; (ii) Principal officers of the organization's governing body (e.g., chairman, vice chairman, treasurer or secretary of the board of directors or board of trustees); (iii) The principal officer and deputy principal officer of the organization (e.g., executive director, deputy director; president, vice president); (iv) The program manager or chief of party for the USAID-financed program; and (v) Any other person with significant responsibilities for administration of USAID financed activities or resources (while a comprehensive list is not possible, this would include any person acting in a role substantially similar to those outlined in (i)-(iv). For Private Security Companies, this would include leadership roles down to the level of field commanders). Complete for each of these four categories or indicate "N/A" if a category does not apply. Use additional pages as needed. Attach copies of photo ID for each "key individual".

Note: If a "Key Individual" is a U.S. Citizen or Permanent Residents no information is required.

Part II

Individual filling out form must read the Certification and print their name where indicated, sign where indicated, print their title and the name of their organization where indicated, and print the date where indicated.

Part III

This section is not for individual's information and will be completed by the USG vetting official.

ATTACHMENT J.2 INITIAL ENVIRONMENTAL EXAMINATION

ATTACHMENT J.2.1 - INITIAL ENVIRONMENTAL EXAMINATION (IEE)

PROGRAM/ACTIVITY DATA

Country Code and SO: 306-01 and 306-04

Strategic Objective Name: 306-01: Improved performance and accountability of Governance
306-04: A developed business climate that enables private investment, job creation and financial independence

Country or Region: Afghanistan

Activity Name: PROMOTE

Funding Began: 08/2013 **Funding Ends:** 07/2023 (est.) **LOP Amount:** [REDACTED]

IEE Prepared by: [REDACTED]

IEE Amendment: No

ENVIRONMENTAL ACTION RECOMMENDED: (Place X where applicable)

Categorical Exclusion:	<input checked="" type="checkbox"/>	Deferral:	<input type="checkbox"/>
Positive Determination:	<input type="checkbox"/>	Negative Determination:	<input type="checkbox"/>
Negative Determination with Conditions:	<input checked="" type="checkbox"/>	Exemption:	<input type="checkbox"/>

1.0 PURPOSE, BACKGROUND AND ACTIVITY DESCRIPTION

1.1 Purpose and Scope of IEE

The purpose of this initial environmental examination (IEE), in accordance with 22 CFR 216, provides the first review of the reasonably foreseeable effects on the environment as well as the recommended Threshold Decision for the Promoting Gender Equality in National Priority Programs (PROMOTE), formerly named Promoting Gender Equality in National Priority (WIT) program. This IEE provides a brief statement of the factual basis for the Threshold Decision as to whether an Environmental Assessment or an Environmental Impact Statement is required for the subject program.

USAID intends to provide an estimated \$595 million in total funding for the life of the 10-year program (WIT 1: \$297,500,000/5 years; WIT 2: \$297,500,000/5 years). This is contained in the last Section "Revisions."

1.2 Background

The proposed \$595 million, 10-year USAID Promoting Gender Equality in National Priority (PROMOTE) program is designed to educate a new generation of Afghan women to assume leadership roles in mainstream social, political and economic spheres. For young women with at least a high school education, the PROMOTE initiative will build upon efforts already underway by the Afghan government, U.S. government and donor community to: (1) significantly increase women's contribution to economic growth; (2) strengthen organizations working to institutionalize women's rights; (3) achieve critical mass (30 percent) of women in government decision making bodies; and (4) ensure that women have the leadership and management skills they need to be effective participants in every sector of society. The achievement of a critical mass of women in the public, private and civil society sectors of Afghanistan is fundamental to building a more stable and prosperous Afghan society. Afghan women will determine the direction and pace of social change according to their social, economic and political priorities. The message and promotion of women will come from women, who will work in partnership and collaboration with and in constructive ways with men.

The design of PROMOTE was based on: 1) the conclusions and recommendations of 15 USAID program gender analyses conducted in 2011 and 2012; 2) a gender assessment of USAID's programs in 2010; 3) a MOWA needs assessment and program design study conducted in December 2010 and January 2011; 4) a MOWA reorganization and capacity building assessment undertaken in June 2011; 5) consultations with Afghan women; and 6) extensive research done by the Gender unit.

Four factors combine to make intensive and sustained attention to Afghan women both urgent and compelling: (a) transition by 2015 when Afghan national security forces assume responsibility for security; (b) the still-fragile status of Afghan women; (c) the yet-unrealized development potential of 50% of the population; and (d) their relative absence from Afghan government and international security and development plans.

The political and financial realities of transition threaten the preservation and expansion of women's rights in Afghanistan. Women and girls would be sorely affected, perhaps losing even the basic human rights they have gained over the last decade, and the country would be deprived of the productive contributions of half its population, greatly diminishing the nation's development prospects.

Investments in women over the last decade have produced significant results. Today, nearly 40 percent of school-aged girls—almost 3 million—are enrolled in school, including 164,000 girls in secondary school. An additional 40,000ⁱ young women attend public or private universities or technical and vocational training institutes, with more enrolling each year; life expectancy has increased to 64 for both women and men; 27 percent of seats in the Afghan National Assembly and 25 percent in the provincial councils are reserved for women; women's organizations are working to end violence and discrimination against women; and equal rights for women are enshrined in the Afghan Constitution and official Afghan policy.

Considering the desperate situation of girls and women just a decade ago, these are remarkable—yet tenuous—gains. They are newly won, not yet firmly grounded or accepted in Afghan society or psyche, they vary widely by geography and ethnicity, and nowhere are they effectively enforced. Many women fear that a Taliban resurgence would render women's rights as vulnerable to the vagaries of politicians as they have been historically;ⁱⁱ under the Taliban scenario, others predict an exodus of both men and women with the means to leave. Recent events, such as poison attacks on girls' schools, the execution of a woman just outside Kabul the day before the Tokyo Conference, the murder of the Director of Women's Affairs in Laghman and the officially endorsed "Code of Conduct,"ⁱⁱⁱ which condones wife beating under certain circumstances and aims to restrict women's mobility, are causing many Afghan women to fear that transition will herald a reversal of their decade-long struggle for safety and rights.

Beyond women's human rights and welfare, the stakes are also high for Afghanistan's development prospects. Research shows that women serve as the catalyst for many positive changes in society. Access to education, for example, improves women's long-term economic prospects and helps lift themselves and their families out of poverty. Healthy, educated women are also far more likely to have fewer, healthier and better educated children and to participate in political and civic life, adding their valuable perspectives to the shaping of the country's future. With 42 percent of the Afghan population under the age of 15, healthy, educated mothers will ensure that the next generation of Afghans – both male and female – will fare far better than the current one.^{iv}

Research demonstrates conclusively that gender equality in rights, responsibilities and opportunities is essential to maximize the economic and development potential of a country.^v However, "Just as investing in women and girls can create a positive development cycle, the opposite is also true: countries that fail to empower half their population will suffer from lower productivity, slower economic growth, and weaker development outcomes."^{vi}

Of particular relevance to Afghanistan is the World Economic Forum's conclusion that "countries that have made investments in women's education and health but have generally not

removed barriers to women's participation in the workforce and in decision-making...are thus not seeing returns on their investments in the development of one half of their human capital."^{vii} "Research by the World Bank shows that such restrictions have imposed massive costs throughout the Middle East, where decades of substantial investment have dramatically reduced the gender gap in education, but the gender gap in economic opportunity remains the widest in the world."^{viii}

Sustained attention to Afghan women during a time of declining resources is both urgent and essential to preserve and build on women's gains over the last decade. PROMOTE aims to ensure that a "gender agenda" is not an afterthought or viewed as being on the fringe of national policy and programming but central to, and foundational for, Afghanistan's social, political and economic advancement.

PROMOTE will invest in opportunities that enable young women with at least a high school education to access advanced professional development opportunities through four specific Components under the PROMOTE umbrella:

Component 1: Women in the Economy (WE) will enable Afghan women to increase their participation in the mainstream, formal economy by securing management level employment or establishing/expanding viable small- to medium- to large-sized businesses. WE will establish Business/Employment Incubators offering professional business development services and market-driven technical and vocational training. Successful graduates of the program will be eligible for financing, credit or guarantees, while those seeking employment will be provided with a placement service that includes internships with financial support to enhance their chances of successfully securing employment.

Component 2: Women's Rights Groups and Coalitions (WRGC) will strengthen women's rights organizations by building their technical gender knowledge, gaining experience in applying their technical gender skills, and combining forces to influence public policies and social practices to benefit Afghan women. PROMOTE will provide capacity building in the areas of strategic communications, multi-media messaging, outreach and public awareness/education, coalition building, gender studies and research, organizational development, managerial and financial management and fundraising so as to contribute to their success. PROMOTE will also provide a small number of grants for activities supporting outreach, activism and research activities.

Component 3: Women in Government (WIG) will increase the number of women in professional and leadership positions in government. The training and internship program provides qualified public and private university graduates with the opportunity to gain functional knowledge, skills and experience working with government institutions, ultimately leading to long-term employment.

Component 4: Women's Leadership Development (WLD) will enable women to apply advanced management and leadership skills in public, private and civil service sectors. The WLD courses will be open to all women participating in PROMOTE components as well as to women already employed who desire to advance within their places of employment.

The program will be synergized with programs, projects and activities across USAID's portfolio and accomplished in partnership with the Ministry of Women's Affairs (MoWA), whose overall mission corresponds to PROMOTE's goals. PROMOTE's program goals are congruent with the "National Action Plan for the Women of Afghanistan" (NAPWA), the "Afghanistan National Development Strategy" (ANDS), and the "ANDS Gender Strategy." The ANDS goal for gender equality in Afghanistan is where women and men enjoy security, equal rights and equal opportunities in all spheres of life. Under the leadership of the MoWA, the twin goals of NAPWA: women's empowerment and gender equality will be promoted. The NAPWA, under the overarching ANDS, provides the direction and coordinated action through which the Afghan government will pursue an integrated gender equity strategy at the national and sub-national levels.

1.2 Activity Description

Typical PROMOTE activities may include:

1. Training

- Professional business training in established fields of interest to women such as business plan development; marketing; accounting/financial management; presentation skills; advisory boards and mentors; business etiquette and workplace decorum; supervision and management; regulatory compliance/standards; and access to bank loans, loan funds and guarantee programs;
- Training in the areas of strategic communications, multi-media messaging, outreach and public awareness/education, coalition building, gender studies and research, organizational development, managerial and financial management and fundraising for women's rights groups and coalitions;
- Workshops and trainings on specific technical areas of concerns, such as gender based violence; early and forced marriages; education; social service delivery and trafficking for registered women's non-governmental organizations or social organizations;
- Six-month internships for women who desire a career in the civil service at government institutions nationwide; and
- Advanced management and leadership skills 3-6 month courses focusing on such topics as: critical thinking; problem solving; strategic planning; strategic communications such as public speaking, briefing and presentation skills; business writing; group facilitation; negotiation; conflict management; team building; customer service; decision making; supervision; performance monitoring; and managing change.

2. Procurement

- Procure office equipment, lighting and heating systems, tables, desks, chairs and stationery;
- Procure and maintain ICT equipment (e.g., internet connections, telephone service) for Business/Employment Incubators and other program related buildings;
- Procure generators; and

- Procure fuel for generators that can be used by Business/Employment Incubators and other program related buildings.

3. Outreach, Activism and Research Activity Grants

- Outreach to create or strengthen mechanisms enabling access to information, networking, establish coalitions with counterpart groups in the region and alliances with women's groups internationally, and spread new ideas throughout the country using a variety of strategic communications methods;
- Activism to compensate for past discrimination and historical disadvantage, eliminate harmful traditional practices, advance women's empowerment and equality, and lobby against discriminatory policies, processes and practices at all levels; and
- Research to conduct and disseminate social scientific research on gender issues, contribute to the body of knowledge on best practices for improving women's rights, increase women's development roles as decision makers, implementers, change agents and beneficiaries, combating discrimination and violence against women, and explore historical and contemporary studies of Afghan women.

4. Travel and Transportation and other Support Costs

- Women participants travel to training, workshop and course venues;
- Financial support to enhance the chances of successfully securing employment for WE component graduates seeking employment through Business/Employment Incubators' placement services;
- Stipend to cover the costs of young women participating in training and six-month internship programs; and
- Women participants conduct outreach and research in provincial centers, districts, municipalities, villages and other provinces.

5. Maintenance and Repair of Existing Buildings and Facilities

Payment for day-labor for small-scale maintenance, repair and refurbishment of existing buildings and facilities (excluding mosques) such as the following:

- Water wells and water supply systems, including the pipe and tap stand
- Bathrooms
- Damaged culverts
- Painting
 - Repairs to roofs, doors, locks, and windows

Small-scale, maintenance and repair activities funded under PROMOTE will not include any funding for contracting of any heavy machinery or equipment. Maintenance and repairs do not include any structural changes to the facilities or buildings.

2.0 COUNTRY AND ENVIRONMENTAL INFORMATION

2.1 Policy, Legal and Regulatory Framework

Afghan women's limited access to economic resources such as capital, markets, information, and technology also hinders their entry into the paid economy. Control over income by women is generally frowned upon in the country. Land, the highest value economic capital, especially in

an agricultural economy like Afghanistan, is generally owned by men. Lack of women's inheritance entitlements to male relatives and denial of property rights (mostly as a result of their limited control over individual/household income) make women and their children more vulnerable to poverty, especially in the event of a husband's death. This denial of women's property rights also limits women's access to credit, since banks typically require property collateral for loans.^{ix}

While the Constitution guarantees equal rights and protection for all citizens, it is undeniable that the Civil Code visibly discriminates against women. Islamic law allows both for men and women to inherit property. However, only widows and daughters are entitled to inheritance, not divorced women, and not on equal terms with men. Customary law governs land ownership and transactions, as established by and adhered to by community members. This community practice, which rarely changes with time, also governs women's rights to land. Citizens of Afghanistan can obtain land through purchase, government allocation and inheritance. The lack of legal knowledge of statutory law, lack of proper documentation (for example, marriage certificates) and widespread reliance on the customary law all contribute to only two percent of Afghan women being land owners. This is an extremely low percentage, especially considering that they are involved in 65 percent of the agricultural workforce. The lack of access to land ownership and property rights is a serious obstacle to Afghan women's economic empowerment, as well as to their participation in society. While issues around land ownership have been on Afghanistan's development agenda since 2001, their primary focus has been government land distribution. Not until fairly recently has this discussion included women's land rights specifically, at the government, civil society and international donor level. PROMOTE will strengthen women's rights organizations by building their technical gender knowledge, gain experience in applying their technical gender skills, and combining forces to influence public policies and social practices to benefit Afghan women.

The primary relevant laws and legislations framing social and environmental issues are: The Environment Law of Afghanistan (2007), the Land Expropriation Law (2005), the Water Law (2004), and Law on the Preservation of Afghanistan's Historical and Cultural Heritages (2004).

Environment Law of Afghanistan, 2007

Until recently, Afghanistan had very poor legislation covering Environmental issues, although United Nations Environmental Program (UNEP) experts identified several laws containing environmental provisions issued during the period from 1963 to 2000. With the assistance of international institutions, Afghanistan is developing environmental legislation and an institutional network. GIROA's main piece of environmental law is the Environmental Law which is based on international standards and was published in the Official Gazette January 25, 2007. This law is based on Article 15 of the Constitution of Afghanistan which requires the State to adopt necessary measures to protect natural forests and living conditions. The responsibility for implementation of this law was issued to the recently established the National Environmental Protection Agency (NEPA).

The NEPA's functions include:

- Coordinating environmental affairs at the international, national and local levels;

- Regular reporting on the environmental situation in the country;
- Developing policies and strategies promoting sustainable development and plans for environmental management; and
- Providing environmental services including permitting for related activities

The Act under which NEPA was established specifies that the proponents of any project, plan, policy or activity must submit to NEPA a preliminary Environmental Assessment, in order to allow NEPA to determine the associated potential adverse effects and possible impacts. After reviewing the preliminary assessment, NEPA can authorize - with or without conditions – the project, plan, policy or activity, provided that the potential adverse effects of the proposed activities on the environment are unlikely to be significant. Otherwise, NEPA may require the proponents to submit a detailed environmental impact statement including a comprehensive mitigation plan for its review and approval.

NEPA's Environmental Impact Assessment (EIA) Board of Experts review, assess and consider applications and documents of the project submitted by the proponent. Acting on the advice of the Board of Experts, NEPA has the option of either granting or denying the application. Once permission is granted the proponent needs to implement the project within three years of the date of approvals or the approval will lapse. EIA Board of Expert decisions can be appealed (Art. 19). A detailed EIA procedure has been laid out by the NEPA for the proponents to follow for mandatory environmental compliance.

Land Expropriation Law (LLE), 2005

The Law sets out the provisions governing the expropriation or acquisition of land for public interest purposes, such as the establishment/construction of public infrastructure or for acquisition of land with cultural or scientific values, land of higher agricultural productivity and large gardens. It declares, inter alia, that: a) acquisition of a plot or portion of a plot for public use is decided by the Council of Ministers and is compensated at fair value based on current market rates (Article 2); b) the right of the owner or land user will be terminated three months prior to the start of civil works on the project and after proper reimbursement to the owner or person using the land has been made. (Article 6); c) the value of land, value of houses and buildings on the land and value of trees and other assets on the land will be considered for compensation (Article 8; and f) compensation is determined by the Council of Ministers. The Law, however, is silent on resettlement. It makes no special provision for a resettlement plan or indeed any arrangements for resettlement.

Law on Preservation of Afghanistan's Historical and Cultural Artifacts, 2004

According to The Law on the Preservation of Afghanistan's Historical and Cultural Artifacts, operations which cause destruction or harm to the recorded historical and cultural sites or artifacts are prohibited (Art. 11, Art. 16). The law provides guidelines for how to deal with historical and cultural artifacts if they are discovered.

2.2 Environmental and Social Baseline

Economic Considerations: According to the Asia Foundation's 2011 Survey of the Afghan People, 62 percent of respondents interviewed agree that women should be allowed to work outside the home. The survey's findings indicate that there is a significant difference between men and women's attitudes in this regard. For example, more than three quarters of female respondents (79%) say women should be allowed to work outside the home compared with just half (50%) of men who think so. Significantly, more urban respondents agree with the statement (77%) than do their rural counterparts (58%). The same survey states that in Kabul, 73% of respondents strongly agree that women should be allowed to work outside the home compared to 24% who disagree.

The limited interactions between men and women also create challenges when conducting transactions to lease space for business or obtaining business licenses. While connections, graft and corruption are common elements of such transactions in Afghanistan, women do not even have access to connections to facilitate these transactions. According to business owners interviewed, men will simply refuse to deal with women directly in these situations. Women have considerable presence at the micro-level, and a micro-presence at the commercial-level. Nonetheless, Afghan women *can* succeed in business, and a handful of women *have* grown businesses into commercial-size ventures. Unfortunately, business support for women in Afghanistan is almost exclusively at the micro-level.

In Afghanistan, agriculture is critical to development in terms of food security and livelihoods, but also as a major engine in growing the economy. Women provide up to 65 percent of the workforce in rural areas^x, and control upwards of 90 percent of livestock management but their participation is primarily family-based and unpaid, and therefore is not accorded significant status in economic indicators.

Rural agricultural women play many roles in harvest and post harvest activities including regular weeding, watering, harvesting, cleaning, drying, grading and packing activities – especially within key value chains such as grapes/raisins, almonds and saffron.^{xi} Their presence and prominence are clustered at the low end of the spectrum, where gender-based wage discrimination is prevalent.^{xii} Since cultural dictates require that men be primarily responsible for all marketing, trade and transportation activities where the financial transaction take place, women are not necessarily privy to or end beneficiaries of profits from increases in production, quality or changes in market prices that their efforts generate.

Therefore, PROMOTE is designed to enable Afghan women to increase their participation in the mainstream, formal economy by securing management level employment **or** establishing/expanding viable small- to medium- to large-sized businesses, to include agriculture. PROMOTE activities will be implemented in the Mission's economic corridors consisting of clusters of economic activities in urbanized areas along road networks. These clusters are large population centers where small- and medium enterprise activities, workforce, and entrepreneurs are supported by basic infrastructure and basic services, including access to financing, with transport (roads, rail, and air) and communication links to home or regional and/or international markets that create opportunities to stimulate and sustain further growth in the region.

3.0 RECOMMENDED THRESHOLD DECISIONS

The table below lists proposed program activities covered in this IEE.

Activities	Effect on Natural or Physical Environment	Determination and Reg. 216 actions required
<p>Level of Effort: 90% of funding All project activities that don't have an effect on the natural or physical environment which includes:</p> <ol style="list-style-type: none"> 1. Training programs including business, vocational, women's rights, organizational and leadership training 2. Procurement of office equipment, lighting and heating systems, tables, desks, chairs and stationery for Business/Employment Incubators and other program supported start ups 3. Transportation and travel expenses, and stipends for women participants 4. Document and information transfers 5. Analyses, studies, research or project workshops and meetings intended to develop the capacity women participants 	<p>No effect on the environment</p>	<p>Categorical Exclusion, no actions required. Under 22 CFR 216.2(c)(2)(i), (ii), (v) and (xiv), excluded proposed activities are within the classes of actions such as analyses, studies, academic or research workshops and meetings</p>
<p>Level of Effort: 10% of funding All project activities that will have a minor effect on the natural or physical environment which includes:</p> <ol style="list-style-type: none"> a. Procurement of generators, fuel and construction materials b. Small scale repair and rehabilitation of existing buildings and facilities of: <ul style="list-style-type: none"> - - Water wells and water supply systems, including the pipe and tap stand - - Bathrooms - - Damaged culverts - - Painting - - Repairs to roofs, doors, locks, and windows c. Procurement of ICT equipment and other office machines 	<p>Insignificant potential effects with standard designs, best industry practice, adherence to construction, OHS, etc. norms and standards, use of personal protective equipment</p>	<p>Negative Determination with Conditions ensure consistency with those conditions established below:</p> <ol style="list-style-type: none"> a. The implementer is required to review the adequacy of the environmental capabilities of the contractors to be involved. Implementer will ensure that appropriate environmental standards and best industry practices for monitoring and mitigation plans are followed by the contractors. b. The implementer will ensure that equipment is used in an environmentally sound and safe manner and properly disposed of at the end of its useful life in a manner consistent with best management practices according to U.S., European Union or equivalent standards acceptable to USAID c. Implementer shall incorporate acceptable construction procedures d. Implementer will ensure that for all activities that has adverse impact on the

		environment, appropriate environmental mitigation measures are implemented along with the work. Environmental and social considerations will be integrated into design and planning of all such activities.
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4.0 ENVIRONMENTAL RECOMMENDATIONS

a) Recommended Action: *Categorical Exclusion* (estimated 90% of funding)

PROMOTE activities for training, procurement of office and IT equipment, trainings, and outreach and research programs and other similar types that do not have an effect on the natural and physical environment fit within the categories listed in 22 CFR 216.2 (c)(2) and are categorically excluded from any further environmental review requirements. The originator of the proposed action has determined that the proposed activities are within the following classes of actions:

- Education, technical assistance, or training programs, except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(i)];
- Analyses, studies, academic or research workshops and meetings. [22 CFR 216.2(c)(2)(iii)];
- Document and information transfers. [22 CFR 216.2(c)(2)(v)]; and
- Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(xiv)].

b) Recommended Action: *Negative Determination* (estimated 10% of funding)

The following PROMOTE activities are all considered to be small-scale: procurement of generators, fuel, and construction materials; repair and rehabilitation of public facilities and infrastructure; and hand dug wells **plus procurement and proper disposal of ICT and other office equipment**. These activities are expected to have a minor or insignificant effect on the natural and physical environment that be mitigated with appropriate measures. Hand dug wells shall be tested for pathogens and other harmful substances if used as a potable water supply.

The proposed action is that the Implementers shall provide evidence that equipment, commodities, and materials procured for construction management and construction activities are used in safe way and that all applicable national and international environmental laws are followed. The Implementer will also conduct an Environmental Due Diligence (EDD) review to document existing environmental conditions and foreseeable environmental effects resulting from each activity and develop an Environmental Mitigation and Monitoring Plan (EMMP). This EMMP shall be reviewed and approved by the Mission Environmental Officer (MEO) in consultation with the Regional Environmental Advisor (REA/ OAPA). No on-site activities shall commence before the EMMP is approved by the MEO and the EMMP shall be

implemented during the subject work. The Standard Conditions List may be used as a guide in developing EMMP. (See <http://www.encapafrika.org/egssaa.htm>)

4.1 Implementer's Procedure

Implementer for the Maintenance and Repair of Existing Buildings and Facilities

1. Implementers shall comply with GIRoA environmental, OHS, construction laws, regulations, and norms and standards, and in their absence with those acceptable to USAID.
2. Implementers shall comply with all relevant and applicable obligations of GIRoA under international environmental conventions and agreements as well as those dealing with women, including ILO conventions.
3. Implementers shall be responsible for implementing the EMMP, approved by the COR and MEO.
4. All activities will be consistent with good design and implementation practices acceptable to USAID as described in:
 - a. USAID's *Environmental Guidelines for Small-Scale Activities in Africa*, 2nd edition as provided at <http://www.encapafrika.org/egssaa.htm>;
 - b. *IFC Environmental, Health and Safety Guidelines* as provided at <http://www.ifc.org/ifcext/sustainability.nsf/Content/EnvironmentalGuidelines>;
 - d. *Environmental Issues and Best Practices for Small-Scale Infrastructure*: includes small-scale construction, water, and wastewater activities. Provided at: http://www.usaid.gov/locations/latin_america_caribbean/environment/docs/epiq/chap2/lac-guidelines-2-small-scale-infrastructure.pdf.
5. Implementers will have a qualified, Mission Environmental Officer (MEO)-approved Environmental Professional(s) (EP) who coordinate implementation of mitigation measures, monitoring, and reporting to the USAID/Afghanistan Contracting Officer's Representative (COR). Should an EP lack any special technical knowledge to identify any special environmental impact, the Implementer will consult with a specialist in the relevant area.
6. Continuous environmental monitoring and supervision will be conducted during the project implementation. If any unanticipated adverse environmental impacts are discovered through regular monitoring and supervision of project activities, immediate actions will be taken to rectify the situation with the concurrence by the USAID/Afghanistan COR and the Mission Environmental Officer (MEO). The Regional Environmental Advisor/Asia & OAPA and BEO/OAPA should be consulted as warranted.

Resource Allocation, Training and Reporting Requirements

The Implementer will include a requirement to comply with all conditions of the IEE and the EMMP. The Implementer will be responsible for training its staff and subcontractors on the Contract's environmental requirements and for ensuring compliance of the environmental requirements.

The Implementer shall have sufficient permanent staff with expertise in an environmental field and compliance and resources to implement and report on the expected scope of environmental compliance work. The Implementer will document, using cameras/photos, schemes and maps, the status of environmental (and social) conditions on site and in the area of influence prior to, during and after implementation of projects and activities. This evidence may be also used for providing USAID with lessons learned and best practices.

The Implementer will have the following documentation and reporting requirements associated with the environmental compliance:

- Annual Work Plans will have a section on the planned activities related to environmental compliance.
- Progress Reports will have a section on the status of activities related to environmental compliance and results, including project summaries along with environmental impacts, success or failure of mitigation measures being implemented, results of environmental monitoring, and any major modifications/revisions to the project. If the activities implemented do not have any negative impact on the environment, this should be documented as well.
- Implementer's annual report will include an annex containing a table indicating the title, date of award, and category of each grant activity, and status of mitigation measures and monitoring results, when applicable.
- Final Report will have a section that will summarize program activities related to environmental compliance and will describe results, including information on any positive or negative environmental effects of program activities.
- Site specific Mitigation and Monitoring Reports will be submitted to USAID at the completion of each phase of work, and not on an annual basis. Reporting will include photographic documentation and site visit reports which fully document that all proposed mitigation procedures were followed throughout implementation of the subject work including quantification of mitigation. All such reports and documentation will be submitted to the COR and MEO.

Limitations of the IEE

This assistance does not cover activities involving:

1. Assistance, procurement or use of genetically modified organisms (GMOs) will require preparation of bio-safety assessment (review), in accordance with ADS 201.3.12.2(b) in an amendment to the IEE approved by BEO/OAPA;
2. DCA or GDA programs;
3. Procurement or use of Asbestos, Lead and Mercury Containing Materials (ALMCM) (e.g., piping, roofing), Polychlorinated Biphenyl's (PCB) or other hazardous materials prohibited by US EPA as provided at: <http://www.epa.gov/asbestos> and/or under international environmental agreements and conventions, e.g. Stockholm Convention on Persistent Organic Pollutants as provided at: <http://chm.pops.int>;
4. Procurement or use of pesticides; and
5. Procurement, use and/or recommendation for use of AN and CAN fertilizers.

Revisions

Pursuant to 22CFR216.3(a)(9), if new information becomes available which indicates that activities to be funded by the Program might be "major" and the Program's effect "significant," this negative determination will be reviewed and revised by the originator of the project and submitted to the Bureau Environmental Officer for approval and, if appropriate, an environmental assessment will be prepared.

APPROVAL OF RECOMMENDED ENVIRONMENTAL ACTIONS

PROMOTE program

Date: August 29, 2012

Approval:

_____/s/
Bureau Environmental Officer

Date

10/10/12

Approved:

Disapproved:

ATTACHMENT J.2.2 – IEE AMENDMENT 1

PROGRAM/ACTIVITY DATA

Country Code and SO: 306-01 and 306-04
Strategic Objective Name: 306-01: Improved performance and accountability of governance

Country or Region: 306-04: A developed business climate that enables private investment, job creation and financial independence
Afghanistan
Activity Name: Promoting Gender Equality in National Priority Programs (PROMOTE), formerly named Women in Transition (WIT)

Funding Began: 10/2013
Funding Ends: 09/2019 (5 yr but performance can continue through Yr 6)
LOP Amount: \$500,000,000 ceiling (\$300 million USAID; up to \$200 million from interested international donors)

IEE Prepared by: Valerie Ibaan **Date:** June 2, 2013

IEE Amendment: Yes; Number and Date of Original IEE:
OAPA-13-OCT-AFG-0001. 10/10/2012.
for the Promoting Gender Equality in
National Priority (PROMOTE) project

ENVIRONMENTAL ACTION RECOMMENDED: (Place X where applicable)

Categorical Exclusion:	<input checked="" type="checkbox"/>	Deferral:	<input type="checkbox"/>
Positive Determination:	<input type="checkbox"/>	Negative Determination:	<input type="checkbox"/>
Negative Determination with Conditions:	<input checked="" type="checkbox"/>	Exemption:	<input type="checkbox"/>

1.0 PURPOSE, BACKGROUND AND ACTIVITY DESCRIPTION

1.1 Purpose and Scope of the Amended IEE

The original IEE was approved on October 10, 2012. The purpose of this Amendment, in accordance with 22 CFR 216, is to duly and in a timely manner account for: 1) a name change from Promoting Gender Equality in National Priority (PROMOTE) to Promoting Gender Equality in National Priority Programs (PROMOTE), 2) a reduction in the LOP from July 2023 to September 2019, and 3) a reduction in funding from \$595 million to \$500 million for this period. In addition, this Amendment incorporates procurement and disposal of ICT equipment in the Table of Recommended Threshold Decisions as requested by the BEO in the original IEE.

The proposed PROMOTE project is designed as a 10-year activity. The project is to be implemented through an indefinite quantity contract mechanism (IDIQ) for the initial five years. Given the complexity and scope of PROMOTE and to respond to the fluid environment, the IDIQ mechanism allows for Mission stand-alone task orders and multiple awardees vying for task orders. Task orders will enable the Mission to modulate award amounts of limited duration. Moreover, the IDIQ allows for the placement of orders over a 5-year period but performance can continue through year 6, if appropriate. The ceiling limit is set at \$500 million to allow for possible contributions of up to \$200 million from other interested international donors. This is contained in the last Section "Revisions."

1.2 Background

The proposed PROMOTE project is designed to educate a new generation of Afghan women to assume leadership roles in mainstream social, political and economic spheres. For young women with at least a high school education, the PROMOTE initiative will build upon efforts already underway by the Afghan government, U.S. government and donor community to: (1) significantly increase women's contribution to economic growth; (2) strengthen organizations working to institutionalize women's rights; (3) achieve critical mass (30 percent) of women in government decision making bodies; and

(4) ensure that women have the leadership and management skills they need to be effective participants in every sector of society. The achievement of a critical mass of women in the public, private and civil society sectors of Afghanistan is fundamental to building a more stable and prosperous Afghan society. Afghan women will determine the direction and pace of social change according to their social, economic and political priorities. The message and promotion of women will come from women, who will work in partnership and collaboration with and in constructive ways with men.

1.3 Activity Description

Typical PROMOTE activities will include Training, Procurement, Outreach, Activism and Research Activity Grants, Travel and Transportation and other Support Costs, and Maintenance and Repair of Existing Buildings and Facilities. There are no changes from the description of activities in the original IEE.

2.0 RECOMMENDED THRESHOLD DECISIONS

The table below lists proposed program activities covered in this IEE, including procurement and disposal of ICT equipment and other office machines.

Activities	Effect on Natural or Physical Environment	Determination and Reg. 216 actions required
<p>Level of Effort: 80% of funding All project activities that don't have an effect on the natural or physical environment which includes:</p> <ol style="list-style-type: none"> 6. Training programs including business, vocational, women's rights, organizational and leadership training 7. Procurement of office equipment, lighting and heating systems, tables, desks, chairs and stationery for Business/Employment Incubators and other program supported start ups 8. Transportation and travel expenses, and stipends for women participants 9. Document and information transfers 10. Analyses, studies, research or project workshops and meetings intended to develop the capacity women participants 	<p>No effect on the environment</p>	<p>Categorical Exclusion, no actions required. Under 22 CFR 216.2(c)(2)(i), (iii), (v) and (xiv), excluded proposed activities are within the classes of actions such as analyses, studies, academic or research workshops and meetings</p>
<p>Level of Effort: 20% of funding All project activities that will have a minor effect on the natural or physical environment which includes:</p> <ol style="list-style-type: none"> a) Procurement of generators, fuel and construction materials b) Small scale repair and rehabilitation 	<p>Insignificant potential effects with standard designs, best industry practice, adherence to construction,</p>	<p>Negative Determination with Conditions ensure consistency with those conditions established below:</p> <ol style="list-style-type: none"> a. The implementer is required to review the adequacy of the environmental capabilities of the

<p>of existing buildings and facilities of:</p> <ol style="list-style-type: none"> 1. Water wells and water supply systems, including the pipe and tap stand 2. Bathrooms 3. Damaged culverts 4. Painting 5. Repairs to roofs, doors, locks, and windows <p>c) Procurement of ICT equipment and other office machines</p>	<p>OHS, etc. norms and standards, use of personal protective equipment</p>	<p>contractors to be involved. Implementer will ensure that appropriate environmental standards and best industry practices for monitoring and mitigation plans are followed by the contractors.</p> <p>b. The implementer will ensure that equipment is used in an environmentally sound and safe manner and properly disposed of at the end of its useful life in a manner consistent with best management practices according to U.S., European Union or equivalent standards acceptable to USAID</p> <p>c. Implementer shall incorporate acceptable construction procedures</p> <p>d. Implementer will ensure that for all activities that has adverse impact on the environment, appropriate environmental mitigation measures are implemented along with the work. Environmental and social considerations will be integrated into design and planning of all such activities.</p>
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3.0 ENVIRONMENTAL RECOMMENDATIONS

3.1 Categorical Exclusion

a) Recommended Action: *Categorical Exclusion* (estimated 80% of funding)

PROMOTE activities for training, procurement of office and IT equipment, trainings, and outreach and research programs and other similar types that do not have an effect on the natural and physical environment fit within the categories listed in 22 CFR 216.2 (c)(2) and are categorically excluded from any further environmental review requirements. The originator of the proposed action has determined that the proposed activities are within the following classes of actions:

- Education, technical assistance, or training programs, except to the extent such programs include activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(i)];
- Analyses, studies, academic or research workshops and meetings. [22 CFR 216.2(c)(2)(iii)];
- Document and information transfers. [22 CFR 216.2(c)(2)(v)]; and
- Studies, projects or programs intended to develop the capability of recipient countries to engage in development planning, except to the extent designed to result in activities directly affecting the environment (such as construction of facilities, etc.). [22 CFR 216.2(c)(2)(xiv)].

b) Recommended Action: *Negative Determination* (estimated 20% of funding)

The following PROMOTE activities are all considered to be small-scale: procurement of generators, fuel, and construction materials; repair and rehabilitation of public facilities and infrastructure; and hand dug wells. These activities are expected to have a minor or insignificant effect on the natural and physical environment that be mitigated with appropriate measures. Hand dug wells shall be tested for pathogens and other harmful substances if used as a potable water supply.

The proposed action is that the Implementers shall provide evidence that equipment, commodities, and materials procured for construction management and construction activities are used in safe way and that all applicable national and international environmental laws are followed. The Implementer will also conduct an Environmental Due Diligence (EDD) review to document existing environmental conditions and foreseeable environmental effects resulting from each activity and develop an Environmental Mitigation and Monitoring Plan (EMMP). This EMMP shall be reviewed and approved by the Mission Environmental Officer (MEO) in consultation with the Regional Environmental Advisor (REA/ OAPA). No on-site activities shall commence before the EMMP is approved by the MEO and the EMMP shall be implemented during the subject work. The Standard Conditions List may be used as a guide in developing EMMP. (See <http://www.encapafrika.org/egssaa.htm>)

If the program description is changed to provide for activities outside of those listed above that do not conform to the general exclusions then a new environmental assessment will be required.

4.0 REVISIONS

Pursuant to 22 CFR 216.3(a)(9), if new information becomes available which indicates that activities to be funded by the program might be “major” and the program’s effect “significant,” or if additional activities are proposed that might be considered “major” and their effects significant, this IEE will be reviewed and revised by the originator of the project and submitted to the Bureau Environmental Officer (BEO) for approval and, if appropriate, an environmental assessment will be prepared. It is the responsibility of the USAID COR/AOR to keep the Mission Environmental Officer, USAID/Afghanistan and the BEO/OAPA informed of any new information or changes in scope and nature of the activity that might require revision of the IEE.

APPROVAL OF RECOMMENDED ENVIRONMENTAL ACTIONS

Promoting Gender Equality in National Priority Programs (PROMOTE) Project,
Amendment 1

APPROVAL:

/s/
Bureau Environmental Officer

6/12/13
Date

Approved:

Disapproved:

1.0 INTRODUCTION

Tetra Tech is cognizant of the importance of complying with ADS 320 and effectively implementing branding and marking requirements for USAID contracts. Tetra Tech will fully integrate America's foreign assistance programs into the United States' National Security Strategy. This integration reinforces the third pillar, "development" (or so-called "third-D") that complements diplomacy and defense, to more fully identify foreign assistance in the host country as being provided "from the American People." Tetra Tech is committed to working with USAID to retain its identity as America's "transforming lives story" and making our foreign assistance efforts more visible and better known in the countries where we work. Ensuring visibility is the purpose of branding and marking.

Tetra Tech will work with the Public Affairs Specialist and the Office of Communications in the USAID/Afghanistan Mission that will play a central role in defining and clarifying Tetra Tech's communications strategy and most effectively communicating the materials and messages to USAID/Afghanistan, the U.S. Embassy, the Government of the Islamic Republic of Afghanistan (GIROA), media operations (print, television, Internet, radio), the general public, and other stakeholders. Tetra Tech is committed to implement the USAID Branding Strategy in all aspects of operation of the Afghanistan Women's Leadership Development (WLD) project implemented under the Promoting Gender Equality in National Priority Program (PROMOTE) Indefinite Delivery/Indefinite Quantity (IDIQ) Contract.

PURPOSE

This Branding and Marking Plan describes how the Women's Leadership Project will incorporate a branding strategy that clearly promotes not only the USAID and PROMOTE but also specifically promotes and identifies to beneficiaries, partners, and communities that the program is made possible by USAID and the generous support of the American people.

PROGRAM COMMUNICATION & PUBLICITY

The following Branding Strategy and Marking Plan is designed to cover activities under the following component:

- **Component 4 - Women's Leadership Development:** The goal of *Component 4* is to ensure that all PROMOTE participants are equipped with management, decision making and leadership skills that can be applied in social, political and economic fields.

All branded materials from the components will include the “USAID Identity,” comprised of the USAID logo and brand mark, with the tagline “from the American people” as found on the USAID Web site at www.usaid.gov/branding. Branded material will include a local language translation of the phrase “made possible by (or with) the generous support of the American People” next to the USAID Identity when acknowledging contributions.

Primary Audience

The principal target audiences for communications related to WLD are Afghan women between the ages of 18 and 30 who possess *at least* a high school diploma, though many will also have undertaken some college, university or Technical and Vocational Education and Training (TVET) study or possess a university degree.

Secondary Audience

The secondary target group (for Component 4 only) is young, literate women between the ages of 15-24 who have *at least* completed primary school and perhaps some secondary schooling or TVET but who have not completed secondary schooling.

The principal target audiences for communications related to WLD are:

U.S. Government/Coalition and General Public:	Afghan Government and General Public:
<ul style="list-style-type: none"> • WLD staff and subcontracting partners • Implementers of the PROMOTE IDIQ Components 1, 2, and 3 • USAID field and mission staff • Other Afghanistan-based U.S. Government agency field offices • International donors and private sector entities • International media • Washington D.C.-based U.S. Government officials 	<ul style="list-style-type: none"> • WLD staff and implementing partners • Civil society groups • Local media • Private sector contractors and service providers • General public, particularly women, in the five target urban areas: Kabul, Mazar, Jalalabad, Herat, and Kandahar, with a segmented appreciation and approach to WLD’s primary and secondary target groups of women and girls.

2.0 BRANDING STRATEGY

The Branding Strategy sets the policies for the Branding Implementation Plan (BIP) and the Marking Plan (MP). The Branding Strategy accomplishes the following:

- Establishes WLD as the project name;
- Ensures that outside Afghanistan, primary credit for project results are attributed to the support of the American people through the United States Agency for International Development (USAID).

Tetra Tech’s Chief of Party (COP) will work closely with the project’s Internal and External Communications Specialists to implement the Branding Strategy, but the COP will have ultimate responsibility for ensuring that the requirements of the

BIP and MP are followed. As part of his or her orientation to Tetra Tech’s policies, resources, and procedures, the COP will receive information regarding mandatory branding and marking requirements and be provided access to relevant USAID templates. Tetra Tech will require the COP to read and understand USAID’s Graphic Standards Manual.

Tetra Tech will fully comply with USAID/Afghanistan’s branding and marking requirements except where waivers have been specifically granted. To comply with the requirements, the Tetra Tech WLD team will:

- Use English, Dari, and/or Pashto languages, as appropriate, in all public communications concerning the project, including but not limited to exterior signs, press releases, and public announcements;
- Ensure that the name **Women’s Leadership Program** or the acronym **WLD** is always used;
- Ensure that project activities are branded as “From the American People” and jointly sponsored by USAID and the GIRA; and
- Ensure appropriate distribution of materials and communications to allow project beneficiaries to know that the support is made possible by the support of the American people through USAID; and
- Ensure that organizations other than USAID that are involved in an activity and approved by USAID will be acknowledged for their contribution of funding or other resources.
- Verbally, USAID’s role in the project and USAID described as assistance from the American people will be cited in speeches, public presentations, and community meetings when referencing program activities (such as over the radio or during training workshops and community meetings relating to the program).

Tetra Tech will ensure compliance with USAID’s policy that programs, projects, activities, public communications, and commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity. Tetra Tech will consult with the Contracting Officer’s Representative (COR) if shared marking may be appropriate for any reason. Tetra Tech will not mark corporate identities or logos on USAID-funded project materials and communications unless specified in the USAID Graphic Standards Manual or approved in advance by the COR.

3.0 BRANDING IMPLEMENTATION PLAN

Tetra Tech’s Branding Implementation Plan for WLD describes how Tetra Tech will implement the Branding Strategy ensuring that communications and outreach activities will be appropriate for the target audience in Afghanistan and in the United States. It is anticipated that WLD will be considered a relatively high profile project.

As such, the BIP describes how WLD will be promoted to prospective beneficiaries and cooperating-country citizens. This plan outlines the events, tools, milestones, and materials to be organized and produced to assist USAID in delivering the message that assistance provided under WLD is “From the American People” and proposes times when sole credit to the host counterpart or no branding may be appropriate.

3.1 COMMUNICATION TOOLS

Tetra Tech intends to publicize WLD in Afghanistan through a variety of communication tools supportive of project technical areas and its overall objectives, including:

- Informational pamphlets, brochures, and publications;
- Educational, communication, and awareness-raising materials;
- Media announcements, invitations, publications, and advertisements; and
- Project signs and labels where posting does not increase the security risk of beneficiaries.

3.2 KEY EVENTS AND MILESTONES

The key events and milestones that Tetra Tech anticipates highlighting to generate awareness that WLD activities are supported by resources “from the American People” include the following:

- Workshops, seminars, study tours, and participatory stakeholder sessions;
- Successful collaborations with the GIROA, including the Ministry of Women’s Affairs and the Ministry of Education;
- Publication of survey results, significant reports, or findings from studies;
- Regularly produced USAID success stories;
- Placement of articles and press releases in the local media;
- Showcasing of project-related pictures and posters; and
- Communication of WLD impacts and overall results in open forums.

4.0 MARKING PLAN

Tetra Tech’s Marking Plan (MP) enumerates the public communications, commodities, program materials, and other items that will be marked with the USAID Identity under WLD. Tetra Tech will ensure compliance with USAID’s policy that programs, projects, activities, public communications, and commodities implemented or delivered under contracts and subcontracts exclusively funded by USAID are marked exclusively with the USAID Identity.

Tetra Tech is aware that currently USAID/Afghanistan wishes to promote the GIROA’s credibility and capacity by attributing program credit and achievements to government agencies. This aspect of “Afghanization” presents the greatest opportunity for sustainability when USAID projects are completed. We understand that in some cases, the Branding Strategy allows co-branding with counterpart institutions or other such partners, and we will consult with the USAID COR on a case-by-case basis to determine if shared markings are appropriate. Tetra Tech will not mark corporate identities or logos on USAID-funded materials or communications unless specified in the USAID Graphic Standards Manual or approved in advance by the COR.

4.1 MARKING GUIDELINES

Tetra Tech will ensure that commodities, activities, communication tools, publications, and events receive maximum and appropriate marking. Tetra Tech understands that markings may need to be prepared in English, Dari, and/or Pashto languages. All contract deliverables will be

marked with the USAID Identity and in accordance with design guidance for color, type, and layout in the Graphic Standards Manual. Specific marking will be conducted as follows:

- *Project Power Point Presentations:* The USAID identity is required on title breaker slides, design follows guidelines for the full branding unless co-branding is acceptable or an exemption is provided for no branding.
- *Technical web portal:* Follows guidelines for co-branding; the USAID identity will be included on the homepage and sub-pages as appropriate. Individual documents included on the portal will be branded as appropriate
- *Reports:* Reports will not use the contractor's logo, but will acknowledge that the document was prepared for USAID/Afghanistan by Tetra Tech and subcontractors as appropriate to their contribution;
- *Public Print Communications:* Public communications that are print products will prominently display the USAID Identity;
- *Public Multimedia Communications:* Public communications that are audio, visual, or electronic will prominently display the USAID Identity; and
- *Events:* Events will prominently display the USAID Identity.

Tetra Tech is aware of, and will facilitate, USAID's right to request preproduction review of public communications and program materials for compliance with USAID graphic standards and the approved Marking Plan. Any materials that are not anticipated but are produced under the program will also be subject to branding guidelines and CO approval as appropriate. We are also prepared to discuss and identify with USAID/Afghanistan any appropriate requests for exceptions to marking requirements per ADS 320.3.2.5.

4.2 COMMODITIES AND EQUIPMENT MARKING

Commodities or equipment acquired by the project and funded by USAID—including items purchased under subcontracts—will prominently display the USAID Identity. The expected commodities and equipment to be purchased and marked under the contract includes, but is not limited to office equipment (computers, printers, photocopiers, scanners, field monitoring equipment, fax machines, furniture, and information technology equipment), and equipment, tools, supplies, and appropriate materials used for the delivery of training and for the rehabilitation and/or refurbishment of training venues.

4.3 PROGRAM AND ACTIVITY MARKING

Tetra Tech will ensure that program activities are marked as per ADS 320.3.2.4, including as these may apply to minor rehabilitation and/or refurbishment of training venues, and in consideration of situations where waivers may be sought, as described in Section 4.7.

4.4 PUBLIC PRINT COMMUNICATION, MULTIMEDIA, AND EVENT MARKING

Public communications that are print products will prominently display the USAID Identity

according to ADS 320.3.2.4(c). Public communications that are audio, visual, or electronic will prominently display the USAID Identity according to ADS 320.3.2.4(d). Events will prominently display the USAID Identity according to ADS 320.3.2.4(f). Tetra Tech will adhere to these directives. The language that will be used will be English, Dari, and/or Pashto, depending on circumstances. The following table summarizes the kind of marking needs that Tetra Tech anticipates on WLD:

WLD Anticipated Marking Opportunities	
Print Communications	
Press releases	Posters
Success stories	Banners or signs
Advertisements	Brochures and leaflets
Fact sheets	Training manuals, workbooks, and guides
Multimedia Communications	
www.usaid.gov	PowerPoint presentations
Tetra Tech website	Radio advertisements and messages
YouTube postings	Electronic mail
Knowledge Management Platform	
Events	
Briefings	Workshops
WLD Anticipated Marking Opportunities	
♦ Press conferences	♦ Trainings
♦ Inaugurations	♦ Study tours

4.5 TEXT ABOUT USAID

All press releases, facts sheets, program snapshots, photo-captions, first person accounts, and before and after accounts, whether print or electronic, will contain the following language at the bottom of the document or possibly spoken in the case of electronic media:

English	This [material] was produced by the PROMOTE Project and is funded by the U.S. Agency for International Development under contract number AID-306-I-01-14-00010. The author's views expressed in this [material] do not necessarily reflect the views of the United States Agency for International Development or the United States Government.
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MARKING PLAN FOR MATERIALS TO BE PRODUCED

Category	Type of Marking
Administrative	
Stationery products (administrative business)	USAID standard graphic identity will not be used. This pertains to letterheads, envelopes and mailing labels
Stationery products (program related)	USAID standard graphic will be used. This pertains to letters that accompany program materials
Business cards	USAID standard graphic identity will not be used on business cards. The contractor should use its own business cards but include "USAID Afghanistan PROMOTE Program on the business card.
Office signs	USAID standard graphic identity will not be used to mark project offices.

4.6 SUBCONTRACT ACTIVITY MARKING

Tetra Tech is aware of its responsibility to include marking requirements in subcontracts awarded under WLD. All awarded subcontracts, memoranda of understanding, and related documents will be marked according to ADS 320.3.2.4.

To ensure that program's sub-awards comply with USAID marking requirements, Tetra Tech will include the following marking provision in its sub-grants:

"As a condition of the recipient of the sub-award, marking with the USAID Identity of a size of prominence equivalent to or greater than the recipient's, sub-recipient's, other donor's, or third party's is required. In event the recipient chooses not to require marking with its own identity or logo with the sub-recipient, USAID may, at its discretion, require marking by the sub-recipient with the USAID Identity."

4.8 CONTENT PROVISION AND RIGHT OF REVIEW

Studies, reports, publications, Web sites, and all informational and promotional products prepared by WLD staff, subcontractors, or consultants and not authored, reviewed, or edited by USAID will contain a provision substantially as follows:

"This study/report/Web site (specify) is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this (specify) are the sole responsibility of Tetra Tech and do not necessarily reflect the views of USAID or the United States Government."

Tetra Tech is aware of and will facilitate USAID's right to request reproduction review of public communications and program materials for compliance with USAID graphic standards and the approved Marking Plan.

4.9 WAIVERS TO CONTRACT MARKING REQUIREMENTS

Tetra Tech will undertake activities in several Afghan urban centers in which U.S. Government-supported projects are of high security risk and which can place staff and beneficiaries in vulnerable positions. Tetra Tech anticipates continued military encounters during the life of WLD. This, combined with political instability across the country, is expected to result in continued high levels of insecurity across project locations that merit careful attention to visible USAID Identity markings.

While Tetra Tech understands the importance of USAID branding and marking, these insecure conditions may prompt our request for a waiver from the full requirements of ADS 320. USAID has the authority to grant such a waiver in accordance with ADS 320.3.2.6:

"The USAID Principal Officer has this authority to waive, in whole or in part, USAID marking requirements. The Principal Officer may only exercise this authority if he/she determines that USAID-required marking would pose compelling political, safety, or security concerns, or that marking has had or will have an adverse reaction in the cooperating country. In exceptional circumstances, the Principal Officer may approve a blanket waiver by region or country." —ADS 320.3.2.6(a)

As conditions warrant, Tetra Tech may request a waiver for the following types of marking:

- Marking surveys in cases where results would be skewed by mention of funding source;
- Marking audio communication products such as radio programs and public service announcements or audio cassettes of programs created for distribution;
- Marking vehicles carrying project staff; and
- Marking vehicles carrying equipment, supplies, and materials for distribution to project sites.

4.9 MODIFICATIONS TO BRANDING AND MARKING PLAN:

In the event of changed circumstances for implementation of this Marking Plan, Tetra Tech, through its COR, will submit to USAID a request to modify this plan and/or other related documents.

END OF ATTACHMENT J.3

**ATTACHMENT J.5 CONTRACTOR AND MAJOR SUBCONTRACTOR POLICY FOR
WORKDAY, WORKWEEK, AND PAID ABSENCES**

TETRA TECH ARD

A. USN and TCN staff and consultants

Description	Hours/days
Number of Hours in Normal Work-Day	8 hours
Number of Hours in Normal Work-Week	40 hours
Total Hours in Normal Work-Year	2,080 hours
Total Days in Normal Work Year	260 days
ARD Paid Absences	28 days
Total Days in Normal Work Year Less Paid Absences	232 days

Paid absences, known as Time of With Pay (TOWP) which includes US holidays, local holidays, vacation and sick and are recovered under the Tetra Tech ARD Fringe Benefit cost pool as payroll expenses.

B. CCN Professional and Administrative Staff

Description	Hours/days
Number of Hours in Normal Work-Day	8 hours
Number of Hours in Normal Work-Week	40 hours
Total Hours in Normal Work-Year	2,080 hours
Total Days in Normal Work Year	260 days

For CCNs, the cost of paid absences is included in the estimate of days worked as per Tetra Tech ARD policy.